

ANNUAL REPORT 2011



INDIANA NATIONAL GUARD

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This annual report for Federal Fiscal Year 2011, Oct. 1, 2010 through Sept. 30, 2011, is prepared to satisfy the following statutes within the Indiana Code concerning the Military Department of Indiana:

IC 10-2-2-7(d). Adjutant General duties. The adjutant general shall issue to each commissioned officer and headquarters one copy ... of such annual reports concerning the militia as the governor may direct.

IC 10-2-2-21. Armories: accounts and reports. The state armory board shall make a report annually of the proceedings incident to the location and management of such armories, respectively, also a detailed account of disbursements, which shall be filed in the office of the auditor of state, and a copy furnished the adjutant general's department.

Questions or comments concerning this publication should be addressed to Maj. Shawn Gardner, Director, State Public Affairs. Indiana National Guard mailing address: JFHQ-IN-PAO; 2002 S. Holt Rd., Indianapolis, IN 46241. Phone number: 317-247-3105



Cover photo: Indiana National Guard Spc. Richard Fontes, Noblesville, Ind., an infantryman in Company C, 1st Battalion, 151st Infantry Regiment headquartered in Indianapolis, transfers a sandbag to another Soldier in Winslow, Ind., on the Patoka River, in response to rising river levels Tuesday, April 26, 2011. U.S. Army photo by Sgt. John Crosby, Indiana National Guard

Adjutant General's Message



INDIANA
JOINT FORCE HEADQUARTERS
NATIONAL GUARD
2002 SOUTH HOLT ROAD
INDIANAPOLIS, INDIANA 46241-4839



Office of The Adjutant General

Dear Governor Daniels,

On behalf of the Indiana National Guard, representing more than 13,000 Soldiers, Airmen, their families, employers and the hundreds of state and federal employees, it is an honor to submit this annual report of fiscal year 2011.

Throughout the year, our units maintained a high, operational tempo as we deployed units, tracked their missions and then saw the Soldiers and Airmen through redeployments. Our units deployed in support of Operation New Dawn and Operation Enduring Freedom. The 219th Battlefield Surveillance Brigade deployed and returned late in year, essentially turning off the lights in Iraq.

In addition to our federal mission, we took our hands off the plow and reported for two state active-duty missions, Operation Frostbite in February and Operation Spring Fury in April.

The Camp Atterbury – Muscatatuck Center for Complex Operations continues as a cohesive, thriving, interagency training and testing center. Harrison Hall, dedicated to those Hoosiers who made a lasting impact our state, opened at the Regional Training Institute at Camp Atterbury. Also, an outstanding, new medical training facility opened in 2011. It houses a realistic, combat environment for all our medical personnel and medical personnel around the world.

Camp Atterbury and Muscatatuck continue to grow in size and infrastructure. Camp Atterbury gained more than 1,200 acres of Department of Natural Resources land north of base. Additionally, funds have been earmarked and plans drawn for an unmanned aircraft systems hangar and an Operational Readiness Training Complex. Muscatatuck added subway trains and stations to enhance its realistic training environment.

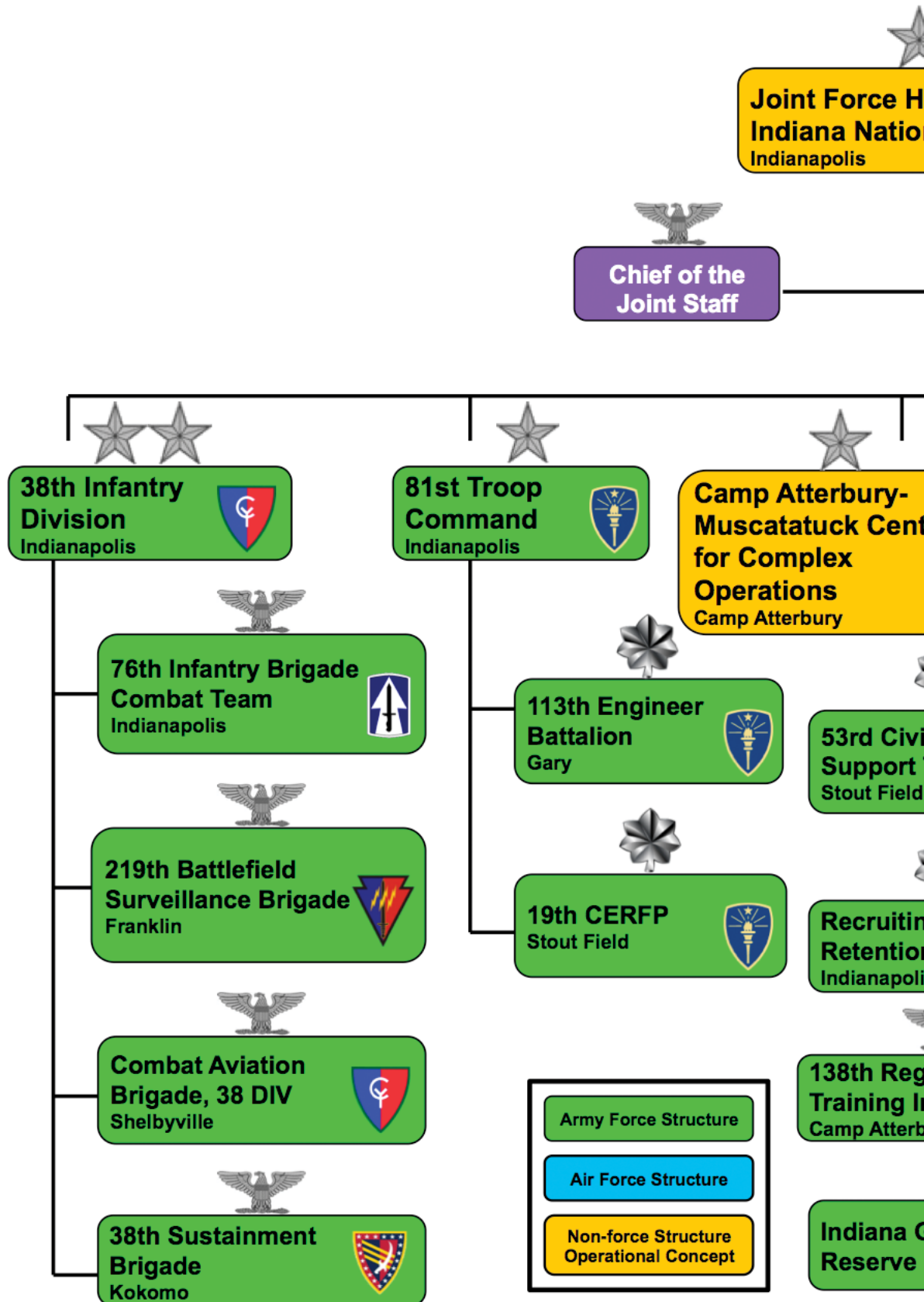
Another area the Indiana Guard continues to grow is through its youth programs. In addition to Hoosier Youth Challenge and the Patriot Academy, the 122nd Fighter Wing added the STARBASE program, which helps primarily fifth-grade students gain an appreciation for science, technology, engineering and math.

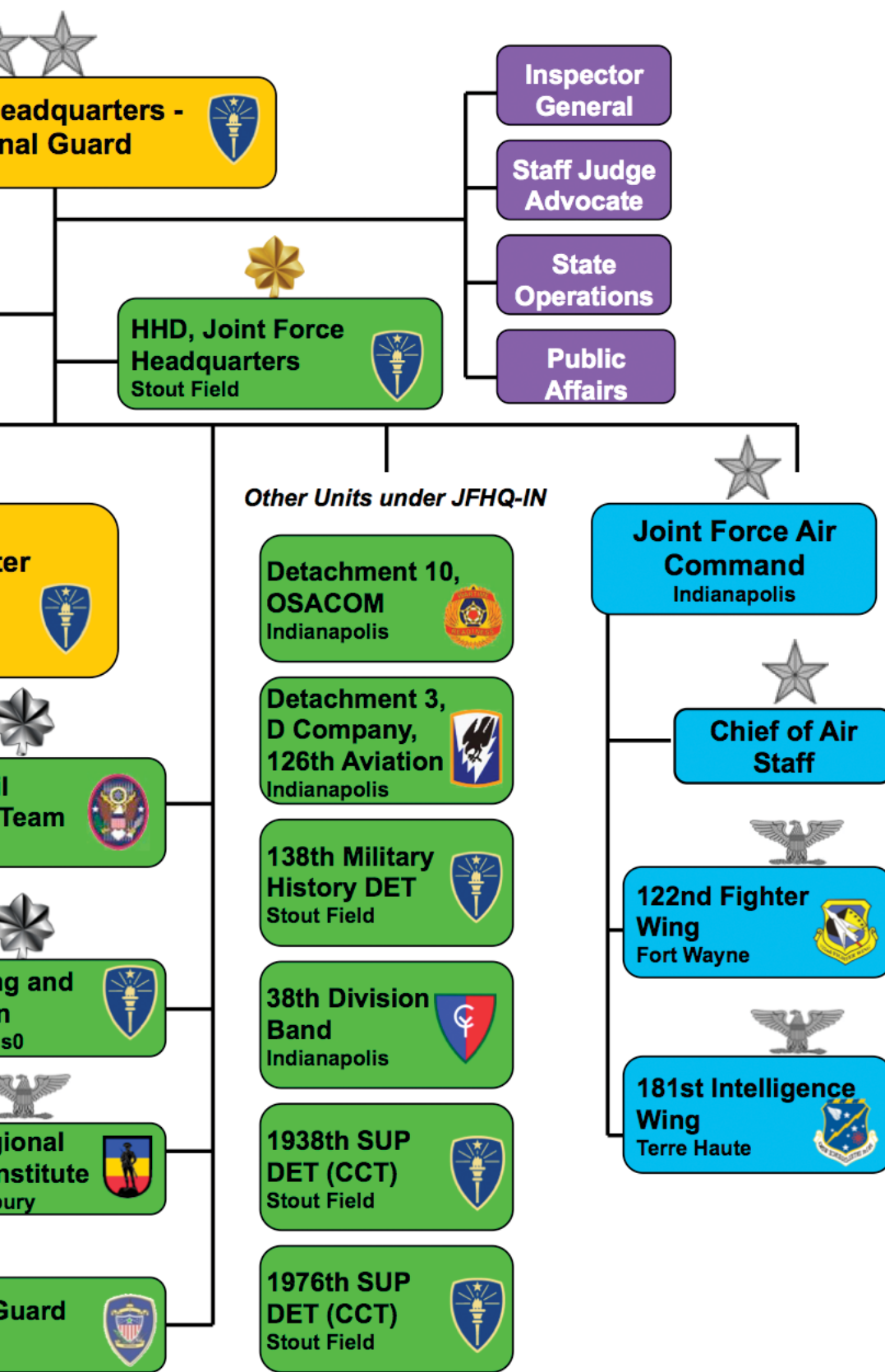
The 122nd also continues its transition to the A-10 Thunderbolt II while maintaining its high level of safety. The 181st Intelligence Wing supported hundreds of overseas missions and produced more than 13,000 intelligence products in support of Operations Enduring Freedom, New Dawn and Iraqi Freedom.

So in closing, we thank you sir, your administration and the Indiana General Assembly, as we thank all Hoosiers, for your ongoing support and sincere interest in the welfare of our Soldiers, Airmen and their families. We, members of your community-based, military first responders, are honored to serve you and all Hoosiers throughout the state.

R. MARTIN UMBARGER
Major General,
Indiana Army National Guard
The Adjutant General

Organizational Chart



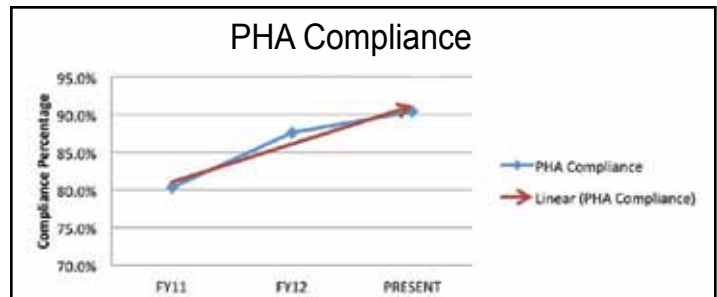


Personnel - J1

Fiscal year 2010 to present has brought many new programs to the medical arena including:

- **Professional Officer Filler Information System:** Positioning the Indiana Army National Guard's medical officers throughout the state in order to reduce the medically non-deployable rate of Soldiers thereby moving steadily toward the adjutant general's goal of 80 percent ready to support possible deployments.
- **MOS Administrative Retention Review:** This process replaced the Military Occupational Specialty Medical Review Board where a panel of subject matter experts, including the state surgeon or the assistant, administratively adjudicated the retention, reclassification, or referral to the Physical Disability Evaluation System. This process no longer includes a board, but is strictly administrative.
- **Reserve Component Managed Care:** A program that allows the Indiana Army National Guard to place Soldiers on active duty at their local armory in order to work within the limits of their profile and attend medical appointments for a maximum of six months. The extent of the injury must be resolvable within this time frame.

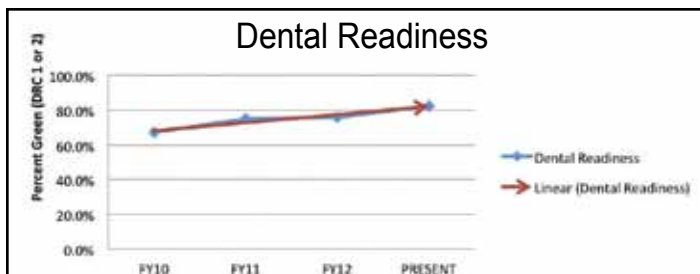
Guard Bureau's goal of 75 percent medically ready and is inching towards the adjutant general's goal of 80 percent by fiscal year 2013.



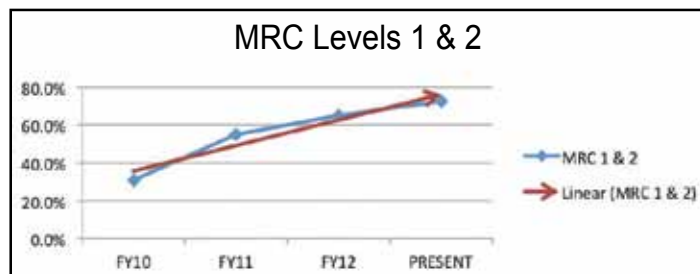
The positive trend line in MRC 1 & 2 is directly proportional to the increase in completed Periodic Health Assessments. In 2010, Indiana was only 55 percent medically ready with an 80 percent PHA completion rate. In 2011, Indiana was 65 percent medically ready with 87 percent PHA completion rate.

Also, medical personnel tasked subject matter experts in medical non-deployability issues and in-line of duty health issues who attend all Indiana Army National Guard demobilizations in order to streamline and educate the Soldiers on their medical options as well as resolve any medical issues they may have sustained while deployed. The goal of medical personnel is to see every Soldier within 90 days of returning from a mobilization.

The goal is to continually improve processes that will assist Soldiers in maintaining medical readiness thereby increasing the medical readiness of the state for future deployments.



Dental readiness is an important piece of medical readiness because it can be detrimental to a Soldier's well-being; the current trend reflects the strides medical personnel has made in educating commanders and staff of the significance of dental readiness.



Medically ready personnel are those Soldiers whose overall Medical Readiness Classification meets regulatory standards for deployment, classifications one and two. Soldiers classified below levels one and two are not deployable. Indiana, as the fourth largest National Guard, is close to reaching the National

Troop Strength

	Officers	Warrant	Enlisted	Totals
JFHQ	131	22	271	424
38th ID	312	93	3,174	3,579
76th IBCT	260	15	3,543	3,818
219th BFSB	121	9	2,024	2,154
81st TC	128	9	1,707	1,844
JFAC	21	—	45	66
122nd FW	90	—	868	958
181st IW	91	—	631	722
Totals	1,154	148	12,263	13,565

Operations & Training - J2 & J3



Counterdrug

Contributed photo



Mobilizations

Photo by Staff Sgt. David Bruce



State Active Duty

Photo by Sgt. John Crosby

Mobilization Readiness Branch

The mobilization shop continued to support Indiana National Guard units throughout fiscal year 2011. This dynamic year saw the notification and relief of 76th Infantry Brigade Combat Team for mobilization to Operation New Dawn as well as many other changes in Indiana's mobilization missions. Indiana mobilized 658 Guardsmen with eight units, and demobilized 172 Guardsmen with four units during this year.

Our mobilization station support teams at Fort Lewis, Wash., Fort McCoy, Wisc., Fort Bliss, Texas, and Camp Atterbury, Ind., ensured that Indiana National Guardsmen had smooth transitions between state and federal status. The mobilization office facilitated mobilization site visits to Fort McCoy and Fort Bliss to coordinate training

schedules and validate requirements for Indiana units scheduled for upcoming missions.

We also participated in five First Army Joint Assessment Conferences to develop the mobilization plans for nine Indiana units. In addition to supporting Indiana's overseas mobilization missions, the mobilization shop processed requests for federal mobilizations at Camp Atterbury, National Guard Bureau and other stateside missions on a weekly basis.

The changing operational environments of the Middle East and other areas throughout the world pose an interesting challenge for the National Guard as a whole; Indiana will be ready to meet any mission and proudly represent our state while serving abroad.

PTAE

The Indiana Pre-mobilization Training Assistance Element, supported the training and certification of 11 Indiana National Guard units for deployment overseas in fiscal year 2011.

The Indiana PTAE also assisted with the certification and training of several out of state units utilizing Indiana's training facilities.

The PTAE prepared an automated signature record system ready for implementation in fiscal year 2012 that will save time and money for the units undergoing training.

The expertise gained from the PTAE's experienced trainers along with constant innovation assists the Indiana JFHQ operations with deploying highly trained Soldiers in a resource constrained environment.

Mobilization Numbers in Fiscal Year 2011

Mobilized

780 Guardsmen
10 Units

Demobilized

294 Guardsmen
6 Units

Mobilization Support Teams

Fort Lewis, Wash.
Fort McCoy, Wisc.
Fort Bliss, Texas
Camp Atterbury, Ind.

Mobilization Site Visits

Fort McCoy, Wisc.
Fort Bliss, Texas

Operations & Training - J2 & J3

State Active Duty



Photo by Staff Sgt. Les Newport

Operation Frostbite, Feb. 1 to Feb. 4

The winter weather caused the state of Indiana to provide storm relief operations in support of civil authorities.

The results of heavy snow, freezing rain, ice and high winds caused the Indiana Department of Homeland Security to request the assistance of the Indiana National Guard to multiple districts across the state, but mainly along the I-70 corridor. See graphic below.

There were seven Multifunction Force Packages called to state active duty along with Armory Support Packages to support Operation Frostbite. Command and control headquarters were set up in four different areas of operation.

The majority of the focus was located in AO Ironman in the Gary, Ind., area. The Indiana Guard conducted search and rescue operations, conducted debris removal, transported displaced civilians to shelters and warming stations, and helped provide medical care to citizens.

In addition to those missions, the Indiana Guard assisted local law enforcement with Highway Assistance Teams that provided assistance to stranded motorists.

This was one of the busiest missions the Indiana Guard was involved in since 2008. With the help of the Guard, the state provided relief to multiple communities.

Significant Areas of Operation



I-70 corridor highlighted in orange, approximately 150 miles.

Winter Storm Numbers

- 2** storm fronts blanket central Indiana
- 7** inches of ice
- 20** inches of snow in northern Indiana
- 45**-mph wind gust caused whiteouts, downed trees and downed power lines
- 4,500** flight cancellations
- 87,500** power outages

Operations & Training - J2 & J3

State Active Duty



Photo by Sgt. John Crosby

Operation Spring Fury, April 25 to May 8

The state of Indiana received bad weather yet again at the beginning of spring in 2011.

The results of a heavy amount of rainfall over a short period of time caused the county Emergency Management Agencies to request the support of the Indiana National Guard.

In response of the request from the Indiana Department of Homeland Security, the Indiana Guard deployed four Multifunction Force Packages and two Armory Support Packages. In addition to the MFFPs and ASPs, there were three sandbag machines deployed; two to Vincennes, Ind., and one to New Harmony, Ind.

The Indiana Guard teamed with civil authorities and local agencies to help reduce the effects of rising waters and flash floods by filling and laying sandbags, providing medical support, conducting search and rescue operations, and transporting displaced civilians to shelters.

The majority of focus was placed in the Vincennes area and Posey County. The Indiana National Guard successfully supported multiple communities including Vincennes, New Harmony, Winslow and Evansville in response of Defense Support to Civil Authorities operations.

State Active Duty Glossary

AO - Area of Operation

ASP - Armory Support Package

DSCA - Defense Support to Civil Authorities

EMA - Emergency Management Agency

HAT - Highway Assistance Team

IDHS - Indiana Dept. of Homeland Security

MFFP - Multifunction Force Package

Operations & Training - J2 & J3

Counterdrug



Contributed photo

The National Guard Counterdrug Program bridges the gap between Department of Defense and non-DoD institutions in the fight against illicit drugs and transnational threats to the United States.

The Indiana National Guard Counterdrug Task Force, a consortium of Army and Air National Guard personnel, has a common goal: to reduce the supply and demand for illegal drugs through partnerships with law enforcement, community organizations, and school districts.

Counterdrug is organized into three elements: Drug Interdiction; Prevention, Treatment and Outreach; Drug Demand Reduction.

In 2011, Counterdrug continued to build upon the momentum of providing support to law enforcement and community partners, and finished the year with a number of noteworthy accomplishments.

Counterdrug interdiction supports local, state, and federal law enforcement narcotics investigations by providing militarily unique skills and assets in the form of intelligence analysis, reconnaissance, and aviation. Counterdrug Domestic Cannabis Suppression executed a record breaking year in support of the Indiana State Police with the eradication of 88,657 marijuana plants throughout the state in 2011. Operation Grim Reefer, a collaborative

effort between counterdrug interdiction and multiple, law enforcement agency partners, focused on the eradication of marijuana and preservation of public lands in southern Indiana. This 10-day operation yielded 32,435 marijuana plants, including the largest outdoor marijuana grow in state history, 25,700 plants, in Switzerland County. Intelligence and prior operations have identified a trend in Indiana toward the use of remote public land by transnational criminal organizations for large scale marijuana growing operations. Counterdrug is countering this threat by offering innovative training and support to law enforcement in their fight. By implementing rappel insertion, counterdrug has provided a means of inserting and extracting eradication teams in terrain which was previously inaccessible.

In 2011, cases supported by Indiana National Guard Counterdrug intelligence, reconnaissance, and aviation assets resulted in the seizure of 204 pounds of cocaine, 22 pounds of heroin, 35 pounds of methamphetamine, and 12,640 pounds of processed marijuana. In addition, 1,628 arrests were made, 527 firearms seized, and over 7.3 million dollars in property and currency will no longer be utilized to facilitate drug trafficking in Indiana.

Prevention, Treatment and Outreach maintains a commitment to providing

a drug-free force. In addition to monthly drug testing, PTO Prevention Coordinators conduct evidence-based prevention education, support commanders with referring service members to local prevention and treatment services as needed, and conduct outreach activities to family members and community partners. In 2011, PTO partnered with Access to Recovery to hold the first ever Operation Immersion in Indiana at Camp Atterbury Joint Maneuver Training Center. Operation Immersion brought together 100 behavioral health professionals for three days and immersed them in aspects of military culture. Information was provided on the unique needs of returning service members, veterans, and their families.

Drug Demand Reduction provides standardized, measurable, and evidenced based programs that are intended to gain the commitment of our nation's youth to make healthy, safe, and drug-free choices. Indiana Guardsmen brought their drug-free message to 8,563 students through 134 DDR programs in 2011. Demand Reduction programs include Stay on Track, Checkmate Drugs, Mobile Team Challenge, Drug Presentations, and Informational Booths. All counterdrug personnel assist DDR throughout the year with the important task of educating Indiana youth on the merits of a drug-free lifestyle.

Logistics - J4

The Indiana Army National Guard, Joint Force Headquarters Logistics Directorate mission is to provide logistics guidance, support, and resources to modified table of organization and equipment units, organizations and activities by management of those activities. This directorate made significant contributions to equipping, sustaining, and supporting more than 120 units and more than 13,000 troops of the Indiana National Guard.

The logistics community, along with the state adopted the General Funds Enterprise Business System as the primary method of budget management and acquisitioning. This program will provide better management abilities of funds provided by the American tax payer. The responsible stewardship of defense budgets will be increasingly important during upcoming years of leaner operating budgets.

The annual Logistics Readiness Workshop was revitalized to provide unit-level, supply sergeants job-specific training skills. Training was provided for full-time supply personnel and was open to traditional logisticians. Several students commented in their after action reviews that the change from broad topic general sessions to small group, hands-on training was more effective.

The Logistics Maintenance Division under the Directorate of Logistics continues to transform and modernize its capabilities to enhance the maintenance support it provides to the Indiana Army National Guard.

The 300 military technicians in this division are charged with maintaining more than 23,000 pieces of equipment including more than 11,000 pieces of rolling stock, an equivalent number of weapons systems, and more than 3,000 pieces of electronics equipment.

Maintenance support is provided by three large facilities located in Indianapolis and Camp Atterbury as well as 13 smaller facilities located throughout Indiana.

Electronics maintenance support is also provided to the neighboring states of Kentucky, Ohio, and Michigan through our Regional Calibration Lab. Additionally, Combined Support Maintenance Shop 1, located in Indianapolis, will become the national calibration lab for the Ground Radio Maintenance – 122 radio test set for fiscal year 2012.

Modernization of maintenance facilities has been a top priority of the Logistics Maintenance Division. Construction of a brand new maintenance facility will begin toward the end of

fiscal year 2012 in Terre Haute, Ind. The purpose of the project is to provide a new Field Maintenance Shop located in west central Indiana that can support current and future military maintenance operations and enhance readiness in support of the Indiana Army National Guard.

This new field maintenance shop will be a stand-alone, steel-framed, one-story, 29,654-square-foot facility. It will include four general purpose work bays, one warm up bay, administrative offices, class room, break area and physical fitness area. Supporting facilities include, flammable materials storage, controlled waste handling, enclosed unheated storage, supply and tool rooms, wash platforms, loading dock and a military vehicle loading ramp.

Facility development and design include Leadership in Energy and Environmental Design Certification Silver, which have influenced the building orientation to minimize the effects of prevailing winds, and maximized solar exposure. The exterior features a combination of brick and native Indiana limestone, as well as large expanses of translucent wall panels, it will culminate in a premier, state-of-the-art, highly efficient, maintenance facility for years to come.



Photo by Mike Krieg

Information Management - J6



Photo by Spc. Antonio Archer

The Indiana National Guard Information Management Directorate, J6, establishes policies and procedures, provides advice, and makes recommendations on information management matters to the adjutant general and chief of joint staff for supporting joint military, major subordinate command, interagency, and Indiana's Joint Force Headquarters information sharing for National Guard Civil Support missions.

The J6 is responsible for developing the Joint Force Headquarters information technology strategy, including the incorporation and use of information in a joint environment for domestic and homeland security response.

The J6 directorate is responsible for all matters pertaining to command, control, communication and computers systems that support the primary functions involving the collection, transportation, processing, dissemination and protection of information. These systems include both the communications and computer systems required to implement the state command and control process, and the information exchange and decision support subsystems within the state's total force Command and Control Support System.

During 2011, the J6 focused on improving the backbone systems which provide service to our customers, and planned for the pending fiscal belt tightening beginning in fiscal year 2012. As a result we upgraded 20 percent of our primary routers which service armories throughout the state. Through virtualization of our servers, we've reduced our total number

of servers, reduced our costs for service and maintenance contracts while increasing reliability.

The Internet and wireless communication environment known as cyberspace is a defining feature of modern life. The interconnectedness of this environment, which allows governments, businesses and individuals to interact, socialize and organize worldwide, is incredibly vulnerable to manipulation or attack.

From 2000 to 2010, global Internet usage increased from 360 million to more than 2 billion people. The wealth and strength of the United States make us a prime target for attacks. Cyberwarfare is attractive to our adversaries because significant threats may be posed at very low cost, attack origins may be impossible to trace and deterrence is difficult.

The information assurance staff in the J6 is at the forward edge of the battle and protects our network against potential threats, both internal and external. They do this through a variety of network hardware solutions, software solutions and through user training. Each member of the assurance team keeps abreast of developments so we can mitigate any problems which arise.

This year we also began teaming up with Slovakia, our partnership for peace country. In support of U.S. Europe Command's engagement program designed to strengthen partner nation cyberdefense capacities. The purpose is to improve force readiness for deployment in support of exercises, multinational crisis response and future missions.

Civil Military Affairs - J9

Service member and family support in the Indiana National Guard continued to expand within existing programs as well as new programs in fiscal year 2011. The Civil Military Affairs and Operations continues to resource Family Programs, Yellow Ribbon Reintegration Program, Employer Support Guard and Reserve, Transition Assistance Advisor, Chaplain, Crisis Intervention, Selective Service, Military Funeral Honors, Survivor Outreach Services, Employment Coordination Program, Ceremonial Unit and the 38th Infantry Division Band.

Fiscal year 2011's new program is the Resilience Program. This is a six-tier program of proactive wellness in physical, mental and emotional, social, family, financial and spiritual aspects of our service members and families lives. As always, all the Civil Military Affairs departments function around the single focus of care and assistance for our service members and their families.

Employment Coordination Program

The successes of the Employment Coordination Program have been accomplished by working with service members to increase their job marketability, to collaborate with Indiana employers needing to fill vacancies, and to follow up with those businesses on the quality of the service member hired.

Additionally, we supply direct assistance to the unemployed Guardsmen and their spouses with personal resume writing, job searching, interviewing skills and job preparedness training. We also work the complete marketability aspects of the service member to include needs in education, skill training, and near-term financial assistance.

We have built partnerships with more than 125 Indiana businesses and employers. These partnerships include a reciprocal support process designed to provide the employer and the employee service member with resources and assets to complete successful hiring and sustained job performance. This also affords us early identification of future positions a company may be hiring.

Our running totals for the past two years show a result of more than 2,443 resumes reviewed and prepared to the standards of the hiring business, assisted in 2,050 service member application submissions, placed 172 service members in jobs within these 125 business partners, and a website hosting jobs available ranging from 100 to more than 400 posted at a time.

A program coordinator works with every unit during pre-mobilization, mobilization, and demobilization. A program coordinator works with each service member identified as unemployed or underemployed. Since the inception in 2009 of the Employment Coordination Program, the Indiana National Guard has successfully placed more than 1,000 service members and spouses in jobs across the state. Some of these jobs were temporary placements.

Family Programs



Photo by Staff Sgt. David Bruce

Family Programs is the main effort of Civil Military Affairs programs. The Indiana National Guard continues to lead the country with services, accessibility, number of families supported, integration of all CMA programs, and new growth ideas. Some of our family programs highlights for fiscal year 2011 were more than 92,533 contacts made to our 14 family assistance centers statewide. This resulted in 1,406 cases being opened to assist service members and families in need and required follow-on care.

Our 14 centers assisted service members from the Army National Guard, U.S. Army Reserve, Active Army, Air Force Reserve, Coast Guard, Marine Reserve, U.S. Marine Corps, Navy, Navy Reserve, and veterans in all aspects of duty status from active and reserve to retired.

Additionally, in fiscal 2011 family programs introduced the Exceptional Family Member Program for Indiana National Guard families. This program became fully active in first quarter fiscal year 2012. Also, family programs conducted a youth symposium where the end result was character building and life-skills training for the youth of military families.

The Kids Annual Training was conducted at Camp Atterbury with 254 attending youth. Members of the family programs department was involved in every Yellow Ribbon Reintegration Program event as well as teaching more than 360 different briefing and support events statewide.

Civil Military Affairs - J9

Survivor Outreach Services

The Survivor Outreach Services program continued its growth in fiscal year 2011.

The SOS program is a long-term, contact and care program for families whose service member died regardless of duty status. The program offers a variety of services and support such as obtaining copies of casualty report forms, DD1300s; assisting with TRICARE questions; counseling referrals; burial reimbursement and grave markers; and other questions related to veterans' benefits.

In fiscal year 2011, we saw a significant increase in attendance with our Tragedy Assistance Program for Survivors, which is a support and grief retreat that offers adult and youth programs.

Our fourth annual TAPS had 146 attendees from seven different states. In fiscal year 2011, SOS program supported 125 surviving families with services and has now become a significant part of our expected family support services.

SOS continued its work with the State Armory Board for the Wall of Honor program dedicating armory presentation for six of our fallen National Guard Soldiers we have lost in theater.

SOS also increased its series of community briefings and exhibitions completing more than 45 events. New in 2011 was the development of a series of regional meet and greets where surviving families get together to build support relationships.

Overall SOS completed outreach activities to more than 5,157 families and community resource personnel.

Chaplains

There are very few Civil Military Affairs programs that are not influenced by our fulltime chaplains. Our chaplains are integrated into all Civil Military Affairs activities and support programs.

Chaplains are an integral part in Military Funeral Honors, Crisis Intervention, Yellow Ribbon Reintegration Programs, and the new statewide focus on resilience training.

Last year, the chaplains supported 39 Yellow Ribbon and Family Readiness Group events, 12 funerals, and 18 casualty assistance families.

They became a statewide voice in service member and family spiritual wellness within our resilience program. They conducted 27 public speaking engagements to local churches and community organizations. They also conducted 13 retreat weekends for couples and families with an attendance of more than 738 service members and family members.

Once again, the greatest resource from this office continues to be their individual counseling capabilities.

In fiscal year 2011, the chaplains counseled more than 1,335 service members and families throughout Indiana. The majority of these counseling were for marital issues often coming from economic and financial challenges like unemployment or underemployment. This shows our service members and families have come to see our chaplains as a key resource when they need support and assistance.

ESGR

The roles and involvement of Indiana's Employer Support of the Guard and Reserve program expanded again in fiscal year 2011. The ESGR program maintained its role as a major supporter in our Yellow Ribbon Reintegration Program, and the entire mobilization and activation cycle for units, service members, and families. It also increased its activities in employment support for reserve components.

In fiscal year 2011, the ESGR staff briefed more than 189 units resulting in 22,478 service members from all seven seals of the armed forces receiving the information needed for employer support issues and rights.

The ESGR members were involved with 97 ombudsman cases, 487 Uniformed Services Employment and Reemployment Rights Act inquiries, and recorded more than 2,753 volunteer hours.

The ESGR's professional efforts with local employers resulted in 1,197 support statements being signed by these employers as a show of their support for Indiana service members.



Photo by Sgt. William E. Henry

Resilience Program

In August 2011, we kicked off the formal aspects of the new Resilience Program by conducting our first Resilience Training Assistance course and graduated 40 resilience training assistants.

Indiana's first three Master Resilience Trainers completed the school-based course in the last quarter of fiscal year 2011. Since this program has already become a quarterly training requirement, the Civil Military Affairs office will focus on getting course-qualified assistants for each company and master trainers for each battalion and higher headquarters during fiscal year 2012.

Transition Assistance Advisor

The Transition Assistance Advisor office continues to be one of the busiest Civil Military Affairs offices.

This office continues to be the subject matter expert for direct liaison for Veterans Affairs benefits and often an initial entry point for service members needing crisis intervention and care.

In fiscal year 2011, this office briefed more than 7,409 service members and personally assisted more than 8,380 with benefit issues. This was an increase of 2,427 assistance actions from fiscal year 2010.

Civil Military Affairs - J9

Yellow Ribbon Reintegration Program

The Yellow Ribbon Reintegration Program continues to develop and adjust to the demands and needs of the mobilization and activation cycle.

In fiscal year 2011, TRICARE insurance coverage was expanded to six months pre-mobilization thus requiring adjustment to our briefing cycle to further cover our service members and families with deserved benefits.

The program also expanded to better accommodate joint-service events where we could support multiple branches simultaneously for greater utilization of supporting resources.

In fiscal year 2011, program members conducted 22 events resulting in support to more than 2,436 service members and families members through all stages of pre-mobilization, mobilization, and post-mobilization.

We completed our second YRRP for the Community Based Warrior Transition Unit for our Indiana wounded warriors. In this event, 27 Soldiers and 24 family members were able to get their benefits and support information.

A first in 2011 was our implementation of an 18- to 24-month follow-up rotation with troops who have returned from deployment. We were able to provide resources from our Military Family Life consultants, Personal Finance consultants, Crisis Intervention Team and Employment Coordination Program.

The first event was held in May in South Bend, Ind., and we helped approximately 150 service members. This ground-breaking event will allow continued hands-on support periodically post deployment.

The YRRP continues to be the conduit for informational flow of all programs in Indiana that support service members and their families - the one-stop shop for service information.



Photo by Sgt. 1st Class Tien Do

Crisis Intervention

Our Crisis Intervention program has become a national standard for professional care conducted through hands-on intervention, supported by every command, and available to any service member in crisis.

Through the teamwork of first-line leaders, this program is now capable of assisting service members and families with personal crisis ranging from depression to suicide ideation, post-traumatic stress disorder and substance abuse.

In fiscal year 2011, the program had more than 108 successful interventions resulting in care and treatment related to individual specific needs. Another success of this program was its increase in resource access and development with our communities in every region of the state.

We have developed a statewide network of support facilities and programs poised and ready to support our service members and families. We have also become proactive as we discover areas of need.

A new program called Star Behavioral Health Network has been created in partnership with state and national agencies along with Purdue University's Military Family Research Institute. The program members focus and train behavioral health clinicians to become knowledgeable about what our military members and families need and experience. This is bringing a greater level of success to people at treatment programs so they can now properly relate to military patients and their families.

Military Funeral Honors

Military Funeral Honors mission continues to grow as most funeral homes in Indiana now know how to reach us for support.

Our program was called upon to support an additional 200 funerals more than fiscal year 2010 totals, a 7-percent increase. Thus, Military Funeral Honors conducted 3,075 funeral missions and seven honorable transfer missions in fiscal year 2011.

Our program became one of only a handful of states that conducted more than 3,000 funerals in fiscal year 2011, and we have conducted 16,203 funerals since the program started in 2000.

The program has statewide recognition for its ability to support the veterans of all branches of service and duty status.

Military Funeral Honors' working relationship with Indiana's Veteran Service Organizations in support of these events is second to no other state and truly expresses community support of our fallen comrades.



Photo by Sgt. 1st Class Tien Do

Civil Military Affairs - J9

38th Infantry Division Band

In fiscal year 2011, the 38th Infantry Division Band maintained its historical tradition of being the busiest unit in the Indiana Army National Guard.

The unit's Soldiers' ability to support a variety of needs through the band's various incarnations - jazz combo, rock band, full ceremonial band, concert ensemble, vocal ensemble, soloists and buglers - again resulted in the highest completed number of events for any unit in the state.

The division band completed more than 137 missions and entertained a total audience population of more than 677,000 listeners. This was an increase of 19 more events than in fiscal year 2010.

When adding in broadcast audiences, it is estimated that more than one million listeners enjoyed listening to our band.

The 38th Infantry Division Band's name recognition and notoriety for their excellence has them in demand both statewide and nationally.



Photo by Sgt. John Crosby



Photo by Staff Sgt. Jeff Lowry

Ceremonial Unit



Photo by Staff Sgt. Jeff Lowry

Our Indiana volunteerism and dedication to "Respect, Honor, Tribute," the Ceremonial Unit's motto, remains one of the most public displays of National Guard excellence we do in the Civil Military Affairs arena.

The Ceremonial Unit remains nationally recognized and respected as the volunteer sister unit to the Old Guard in Arlington, Va.

The Ceremonial Unit continues to provide ceremonial support for the governor, military-funeral support, community-event support and memorial events.

In fiscal year 2011, ceremonial troops supported 35 funerals, including four with caisson, 23 parades with mounted color guard and 85 other events.

Recruiting & Retention



Photo by Staff Sgt. Jeff Lowry

Fiscal year 2011 proved to be an exciting and successful year for the Indiana Army National Guard Recruiting and Retention Battalion, which became a federally-recognized battalion command under Joint Force Headquarters. By the end of the year, it was the number one state in the nation for quality enlistments and number four in the nation for total accessions.

Recruiting and Retention Battalion continued to support the state manning mission by enlisting 2,014 Soldiers, 126 officers and 23 warrant officers in fiscal year 2011. Staff Sgt. Timothy Olberding, a recruiter on Team South West in Evansville, Ind., was the Directors 54 nomination with 46 enlistments. Sgt. 1st Class Pedro Torres, noncommissioned-officer-in-charge stationed in Gary, Ind., received the Master 7 award when his team enlisted 268 Soldiers. In addition, Warrant Officer David Meyer was recognized nationally as the top Warrant Officer recruiter in the nation. Staff Sgt Carl Baltes, a recruiter for Fort Wayne, Ind., was the Rookie of the Year after enlisting 31 Soldiers.

In June, Recruiting and Retention hosted its third annual 7-on-7 Football Tournament at Anderson University and the Indianapolis Colts' Training Complex. More than 1,600 high school student-athletes from across the state

participated in the event, which included competitions in weight lifting, Humvee pushing, 40-yard dashes, and, of course, a football tournament. New Palestine High School won the tournament and represented Indiana in the NFL's High School Player Development National 7-on-7 Tournament in Cleveland.

May was an exciting and busy month for Recruiting and Retention as Indiana prepared for the Memorial Day weekend, including the Indianapolis 500. Recruiting Command was a primary force in the Armed Forces Day Enlistment ceremony at the Indianapolis Motor Speedway. This enlistment ceremony is an annual event, highlighted by the participation of U.S. Sen. Richard Lugar, who administers the oath to Soldiers, Marines, Sailors, Coast Guardsmen and Airmen enlisting into their respective services.

The summer months were packed full of county fairs, festivals and the Indiana State Fair. In 2011, the Recruiting and Retention Battalion spent 17 days at the state fair, sharing the story of the Indiana National Guard. They also supported the Colts' Village at Anderson University in August for the Colts' training camp.

In the fall, the warriors of the Recruit Sustainment Program helped to "Guard the Environment" by volunteering in beautification projects around the state.



Contributed photo

The Indiana RSP also became certified by National Guard Bureau. Indiana has nine RSP locations with approximately 1,400 new warriors preparing for basic and advanced training.

Looking forward to 2012, Recruiting and Retention Battalion anticipates another exciting year as they face the challenges that lie ahead.

One Team, One Fight!

Aviation & Safety



Photo by Staff Sgt. Jeff Lowry

Aviation and safety has, once again, accomplished quite a bit this year. Our units have been active in all facets of their federal, state, and local mission. This full-spectrum support spanned the mission categories of combat, domestic operations, counter drug, and community relations.

The Indiana Army National Guard fixed-wing units continue to be in high demand. Our C-23 Sherpa unit prepared and deployed as one of the last formations involved in Operation Iraqi Freedom. The unit's Soldiers returned this year and the unit was tasked with redeploying all C-23 aircraft from theater. After a lengthy ferry flight back to the contiguous United States, the unit returned home in time for the start of a new year.

Additionally, the C-12 Huron unit supported missions to Colombia. Several unit Soldiers supported embassy operations on various occasions throughout the year. They accomplished this while simultaneously preparing for a unit deployment to Afghanistan scheduled for early summer 2012.

Indiana's rotary-wing support continues to be very active as well. A continuous readiness posture allowed for a small, task force package to deploy on short notice in support of Hurricane Irene along the east coast. Fortunately for all involved, the storm did not create great damage, and the Indiana task force returned home safely. Similarly, our aviation support to law enforcement and the governor's counter drug program

netted a record year for eradication in Indiana. The aviation task force support was integral in all phases of this record-breaking year. End of year quantifiable measures ranked Indiana as number nine in the nation as defined by Drug Enforcement Administration statistics. Aviation continued high levels of support while maintaining the highest standards. All state aviation entities received and passed the rigorous U.S. Forces Command Aviation Resource Management Survey inspection. Units and facilities scored exceptionally well in this in-depth inspection that meticulously evaluates every functional area. As with the fixed-wing units, rotary-wing units are still in demand outside the contiguous United States. Our units continue preparations for deployments. Though some have changes, we still continue preparation for one unit to deploy in the fall of 2012.

Finally, the Indiana Army National Guard safety office continues to provide outstanding oversight of state safety issues. The office has once again inspected all armories, shops and facilities in the state to ensure safety and occupational health compliance. In this effort, safety is completing the last phase of an operation that has provided automated external defibrillator systems to all locations in the state. This, along with a new comprehensive fire safety and fire evacuation compliance program, has continued the outstanding safety and occupational health program for the Indiana National Guard.



Photo by Staff Sgt. Jeff Lowry

Special Staff

Public Affairs Office



Photo by Sgt. John Crosby

The Public Affairs Office supports its fellow Soldiers, Airmen and civilian employees by telling the Indiana National Guard story.

Throughout 2011, the office reported on various training events and exercises, disaster response, celebrations and farewells. Written and video products along with photographs have reached local, national and international audiences.

The community relations section supports Hoosier citizens with processing requests from across the state. Soldiers and Airmen have provided static displays and flyovers, presented our nation's colors and sang the national anthem at various indoor and outdoor venues.

The public affairs office maintains

the Indiana National Guard's public website, and started the web-based publication, KeepINNG up with the Indiana National Guard, which began with the September 2011 issue. Web page visits increased 357 percent over fiscal year 2010.

More than 30 different organizations, special programs or events are represented on the website, with approximately 40 outdated or archival pages retired.

Public affairs increased its audience through social networking websites, which have been very helpful informing Indiana communities. The Facebook page for the Indiana Guard is www.facebook.com/IndianaGuardsman, and the office also launched a Twitter page, @INGuardsman in August.

Staff Judge Advocate

The Indiana National Guard Staff Judge Advocate Office serves as the legal office for the Indiana National Guard and the more than 14,000 Soldiers and Airman who serve. The office employs three full-time judge advocates, three part-time judge advocates and a full-time paralegal.

The office is responsible for assisting the command in administrative and civil law issues, provides labor and employment law services, training and legal opinions regarding ethics issues, administers the commander's military justice program, and provides legal assistance to troops and their families. It also handles tort claims and federal suits against the government.

The office receives an average of three to four requests per day from troops and family members requesting legal assistance. Over the last year, the office has assisted more than 720 troops and families with legal assistance. The office acts as the liaison for the Indiana Lawyers for Soldiers Program, providing free legal assistance for Indiana National Guard Members through volunteering civilian attorneys.

The office assists with mobilizations throughout Indiana. In 2011, the office supported more than 2,700 troops and assisted 17 mobilizations. Each deploying service member has the opportunity to meet with a legal representative for consultation, guardianships, wills and powers of attorney.

The office also provides legal assistance and trial defense services to the Indiana Guard Soldiers and Airmen.

Each year, the Staff Judge Advocate office hosts the judge advocate general onsite, a two-day continuing legal education course for civilian and military attorneys and paralegals. Hosted at the Camp Atterbury Conference Center, the 2011 onsite brought together approximately 60 attorneys and paralegals from throughout Indiana. Educational topics included government ethics, military justice, legal support, command responsibility and military installation law.

PAO by the Numbers

Website Stats

2,563,866 page visits
2,901 photos with captions posted
224 feature photos posted
183 tier 1 and 2 pages
102 feature stories posted
94 photo essays
64 pages added in fiscal year 2011
56 feature videos posted
3 unit-specific videos posted

Community Relations

More than **290** supported requests
More than **350** total requests received

Products Produced

248 photo generating events
132 written stories
60 videos
45 media advisories

Joint Force Air Component



Photo by Staff Sgt. Tommi Meyer

The Joint Force Air Component had many personnel changes in 2011. Brig. Gen. J. Stewart Goodwin retired, July 31, and Brig. Gen. Jeffrey W. Hauser became the Assistant Adjutant General for Air and Commander of the Indiana Air National Guard, August 1.

Col. Shane Halbrook deployed as the commander of the 4-19th Agribusiness Development Team, and Col. Christopher Colbert accepted the full-time director of staff position. The Air Guard state judge advocate, Col. David Powell, retired June 30, and Lt. Col. Anthony Green transferred from the Air Forces Reserves July 1 to fill that position.

Members from the 207th Weather Flight returned from a highly successful deployment to Camp Bondsteel, Kosovo. They also enlisted four new members who graduated from the Weather Technician Course at Keesler Air Force Base, Miss., and the four-month, follow-on training at Camp Blanding, Fla.

Detachment 2 at the Jefferson Range in Madison, Ind., received a power

upgrade and new water lines that have eliminated numerous electrical issues and provided for potable water in their inhabited buildings. The Airmen replaced the roof on the administration building following storm damage and had the old control tower removed.

Another highlight was the installation of the new Improved Remote Strafe Scoring System that greatly enhanced their scoring ability at the range.

On the personnel side, their former commander, Lt. Col. Matthew Sweeney retired in March and their former range control officer, Lt. Col. Ken Stone, took command May 25 after returning from Air War College. Maj. Josh Waggoner transferred from the Ohio Air Guard for the range control officer position. Master Sgt. Joe Deaton was reassigned as the range maintenance noncommissioned officer in charge replacing Master Sgt. Kerry Brinson, who retired. Staff Sgt. James Berger was selected as the new range communication cable and antenna noncommissioned officer in September replacing Master Sgt. Deaton.



Jefferson Range, highlighted in orange, approximately five miles north of Madison, Ind.

Other Staff

State Operations

Mission Statement

The mission of the Adjutant General's Agency is to operate the Indiana National Guard in a manner that optimizes the utilization of both state and federal funds, and personnel necessary to complete the agency mission.

The agency must ensure its military units attain federal readiness and mobilization standards. It must also ensure its units are prepared to respond to natural disaster and civil support requests from the state of Indiana.

Agency Programs, Functions

Several programs within this agency are used to properly administer funds used by this agency. The State Controller Department is responsible for the overall oversight of these funds.

During fiscal year 2011 this office was responsible for the management of 34 cooperative agreements that included five major construction agreements, two stimulus grants, three agreements pertaining to the Hoosier Youth Challenge Program and three grants from Indiana Department of Homeland Security.

All totaled, the federal share was more than \$70.1 million.

Human Resources

This agency is authorized 592 full-time positions. These positions provide support throughout the agency's 62 armories that include administration, logistic, facility maintenance, security, and fire protection for the Air National Guard bases at Fort Wayne, Ind., Terre Haute, Ind., Camp Atterbury, Ind., and Muscatatuck Urban Training Center, near Butlerville, Ind.

Currently 460 of our 592 state positions are funded in whole or in part by federal funds through cooperative agreements. This represents 80 percent of our state employees' salaries and benefits reimbursed with federal funds.

Facilities and Contracting

This agency supports the adjutant general in providing management and caring for armories and support facilities for the use of the military forces of Indiana. The agency currently has 230 buildings and 62 armories throughout Indiana. The facilities section executed and obligated more than \$14 million in

federal construction funds during fiscal year 2011 to support Soldiers, Airmen and training facilities.

Our armories are a vital link between our National Guard units and the communities we serve. We strive to renovate them through our limited capital improvement funds and the State Armory Board resources.

By the Numbers

- 34** Cooperative Agreements
 - 5** Major Construction Agreements
 - 2** Stimulus Grants
 - 3** HYCA Agreements
 - 3** IDHS Grants

- 592** Full-time HR Positions
 - 460** Funded Federally
 - 132** Funded by State

- 292** Total Facilities
 - 230** Buildings
 - 62** Armories

Strategic Initiatives & Business Transformations

The Office of Strategic Initiatives and Business Transformation had a successful year of innovation and process improvement with measured results recognized at the national level.

The state of Indiana moved up 13 places to garner a first place bronze in the Army Communities of Excellence program. A Green Belt project officer was assigned to apply Lean Six Sigma methodologies to establish performance metrics at all levels of the organization. This was done to track progress towards achieving goals established in our strategic plan and to also measure compliance with our internal controls.

The establishment of standardized metrics has given senior leaders tools to analyze performance and apply scarce resources to ensure successful mission accomplishment. Continuous Process Improvement is becoming institutionalized and embraced at all levels of the organization. The results

have been fantastic. Reduced costs and reduced cycle times, as well as energy savings, have been dramatic.

A Green Belt project officer was assigned from the logistics directorate to analyze excess property turn-in procedures and how to reduce excess property inventories. The results of this project were a reduction of cycle times from 74 days to 23 days, and excess inventory was reduced from almost 8 percent to less than 2 percent placing Indiana in the green at the national level for the first time in 10 years.

Logistics applied CPI to Organizational Clothing and Individual Equipment turn-in procedures reducing property losses from \$800,000 to less \$200,000 in one year. The Construction and Facilities Maintenance Office applied CPI principles and new technologies reducing energy, lighting consumption at Camp Atterbury by 57 percent with plans to implement these

innovations statewide when feasible.

On the Air Force side of the house, we truly are becoming more joint as an Air National Guard officer was assigned to the SIBT office as the deputy director in July 2011. The first Air Guard CPI project was to reduce cycle times for the A-10 phase maintenance program. Through a creative application of Lean Six Sigma methodologies, the layout and configuration of the hangar and tool kit availability reduced the amount of walking by 150 miles per phase per jet.

In addition to all of our successes with continuous process improvement, the SIBT office also received the highest possible rating, a Green Plus, on our Managers Internal Control Program. With shrinking budgets, rising energy costs and force reductions, the Strategic Initiatives and Business Transformation Office and Continuous Process Improvement remain more important now than ever.

38th Infantry Division

The 38th Infantry Division began its training year 2011 fully engaged in the military decision making process, as it planned to support two major objectives. The division was ramping up to support a higher command exercise for the 35th Infantry Division at Fort Leavenworth, Kan., while at the same time preparing for its main effort to participate in Bright Star exercises held in Egypt.

Bright Star is an exercise designed to bring multiple nations with their military might together and work united against a common foe. The division planned on executing both its 2011 and 2012 annual training periods in order to support this exercise. Considered an honor to be a participant in the exercise, the division applied the full power of its staff to ensure success. As planning continued, the world watched an Egyptian revolution that ultimately canceled all the hard work of the division for the Bright Star exercise.

With Bright Star no longer the focus for the division, attention shifted to support the higher command mission at Fort Leavenworth and the Domestic All-Hazards Response Team mission for training year 2012. In September 2011, the 38th ID supported the 35th ID's exercise at Fort Leavenworth. The 38th ID, with about 75 Soldiers, replicated a corps headquarters for the 35th ID that allowed the 35th to combine regular and irregular warfare as well as a full complement of digital command and control systems, the first of its kind.

The 38th ID is one of four divisions east of the Mississippi River tasked with implementing and executing a DART. The 38th ID's DART mission started on Oct. 1, 2011, but the preparation for the mission and the military decision making process started months earlier. Their mission is to provide follow-on mission command and force packaging recommendations in the event of a national domestic catastrophic event. On Oct. 1, 2012, the 38th ID will become the primary DART with the area of responsibility being east of

the Mississippi River. In 2005, the 38th ID was mobilized in support Hurricane Katrina recovery operations in Mississippi. With this past experience and continual planning, the division will be prepared and ready for the DART mission.

As the year progressed, the 38th ID took new responsibility by adding 76th Infantry Brigade Combat Team and 219th Battlefield Surveillance Brigade to its task organization. This reorganization effectively doubled the size of the 38th ID and helped to ensure the lines of effort were consistent across four brigades. This new alignment of the division provides consistency in mission command within the state and allows for a more streamlined reporting and orders process.

Soldier readiness and preparedness have been the keystones to providing Soldiers of the 38th ID for mobilizations and state active duty missions.

"The National Guard is the basic foundation for the state of Indiana," said Sen. Richard Lugar. That was no better illustrated than when the division responded to state, active-duty demands brought on by natural disasters.

In April of 2011, 250 personnel from 1st Battalion, 151st Infantry and 1st Battalion, 163rd Field Artillery reported for state, active duty to respond to flooding in southwestern Indiana. The 38th ID Soldiers demonstrated great agility by standing up the 76th IBCT in response to Hurricane Irene.

From Oct. 1, 2010, to Sept. 30, 2011, the 38th ID had more than 465 Soldiers deployed from the following units: 938th Military Police Detachment; 219th Battlefield Surveillance Brigade; Company A, 2nd Squadron, 152th Cavalry; and the 438th Signal Company. Additionally, the 38th ID supported a multitude of other missions by assigning Soldiers into other commands to support missions such as the Overseas Mentor and Liaison Teams and Agribusiness Development Teams. In 2012, the 38th ID will prepare to deploy 1,450 Soldiers in continued support for missions abroad.



Photo by Sgt. William E. Henry

219th Battlefield Surveillance Brigade



Photo by Sgt. John Crosby

The 219th became the last large Indiana National Guard unit to deploy to Iraq. The Headquarters and Headquarters Company, 438th Signal Company, 2219th Brigade Support Company, and Troop A, 2-152 Reconnaissance and Surveillance Squadron, deployed to Iraq from April to November 2011.

Along with the U.S. Army Reserve's 373rd Military Intelligence Battalion, the 219th provided 41 military intelligence teams across the area of operations. Troop A, 2-152, provided sensor-shooter cavalry platoons to prevent roadside bombs and indirect fire attacks. The 438th supported operations by providing tactical satellite that provided communications throughout the area of operations. The 2219th provided logistical support to 219th units throughout the operation.

The 2-150 Field Artillery Battalion received the M-777.



Photo by Sgt. Will Hill

In September 2010, the 2-150 Field Artillery Battalion fired its last rounds out of the M-198 and began M-777 fielding in November 2010. These new systems provide supported units more responsive fires with the capability of precision guided munitions. The M-777s are the cannon of choice in Afghanistan for Operation Enduring Freedom.

During 2011, the 2-151 Infantry Battalion Soldiers trained and validated as the Indiana National Guard's National Guard Response Force. They received a letter of commendation from National Guard Bureau - Operations, Maj. Gen. David L. Harris, congratulating Indiana on being one of 15 states to validate. The 2-151 also provided a rifle company to support the Bold Quest Exercise, an annual multinational exercise aimed at reducing fratricide.

76th Infantry Brigade Combat Team

The 76th Infantry Brigade Combat Team, Nighthawks, continued another great year during 2011. The Brigade began the year preparing for an entire brigade deployment in support of Operation New Dawn in Iraq. This included both individual and collective training in preparation for mobilization the following year.

The major training event for the brigade was the three-week annual training period in July. Soldiers from the brigade took part in a rigorous pre-mobilization training period to ensure all tasks were accomplished prior to arriving at the mobilization site in 2012.

Two battalions, 1-151 Infantry and 1-152 Cavalry, conducted their training at Fort Knox, Ky. The 76th Brigade Headquarters, 1-293rd Infantry, 76th Special Troop Battalion and the 113th Brigade Support Battalion conducted their training at Camp Atterbury, Ind.

The highlight of the annual training period was a Command Post Exercise bringing all the battalions together, to include the 1-163rd Field Artillery, on a digital battlefield in Iraq. This was one of the first times an infantry brigade combat team, regardless of component, had ran their own digital CPX using all of the Army Battle Command Systems, to include Command Post of the Future, Blue Force Tracker, Advanced Field Artillery Tactical Data System, Battle Command Sustainment Support System and Distributed Common Ground System-Army.

Shortly after the annual training period, the brigade



Photo by Staff Sgt. Matt Scotten



Contributed photo

learned that it would not be deploying to Iraq. It had three new missions. The brigade would be sending three combat battalions to three different countries in support of three different missions. These missions included one battalion sourced in support of Operation Enduring Freedom in Afghanistan, one battalion sourced in support of the Horn of Africa Mission in Djibouti, and one sourced to support the



Photo by Capt. Jessica Halladay

Multinational Forces and Observes Mission in Egypt. The brigade immediately shifted focus from Iraq and started preparing their battalions for their new missions.

It was not too long after this that the Brigade Headquarters learned it had been sourced for a mission. Its Soldiers would be heading to Afghanistan in support of Operation Enduring Freedom.

The 76th Infantry Brigade

Combat Team has once again answered the call to duty in an exceptional manner. They will represent the 38th Infantry Division and Indiana for the next 24 months in support of missions throughout the world. The Nighthawks stand ready to serve this great state and defend this great nation when called.

81st Troop Command

During fiscal year 2011, the 81st Troop Command staff began preparation for participation in the National Level Exercise in May 2011. The exercise allowed for the troop command staff to work with the U.S. Northern Command staff and allowed Brig. Gen. Corey Carr to operate in a dual-status, a federally-funded and state-funded, role exercising command of all active and reserve component forces participating in the exercise.

The 81st continued to provide command and control of Indiana National Guard Soldiers and Airmen in case civil agencies need Guard support. This capability was exercised in January 2011 when the 81st Troop Command as the Indiana's standing joint task force provided command and control of Indiana National Guard units providing relief and support operations for a winter emergency during Operation Winter Fury.

In August, the 381st and 387th Military Police Company combined selected personnel to form Task Force Guardian and began training to deploy in 2012 to Afghanistan. The 1313th and 1413th Engineer Companies conducted overseas deployment training at Hohenfels, Germany providing vertical and horizontal construction during July and August 2011.



Photo by Sgt. John Crosby

Troop Command provided support to the 3-19th Agribusiness Development Team as they demobilized and 4-19th Agribusiness Development Team during its pre-deployment and mobilization in August of 2012 continuing Indiana's Agricultural mission in Afghanistan. In addition, troop command provided support for the Operational Mentor and Liaison Team 2 assignment to assist the Slovakian Army's training mission in Afghanistan. The 19th CERFP, or Chemical, Biological, Radiological, Nuclear and high-yield Explosive Enhanced Response Force Package, began receiving additional personnel and equipment. It was fully equipped by April 30.

In May the CERFP executed a three week training period at Muscatatuck Urban Training Center in order to train Soldiers and Airmen on both individual and collective tasks to meet validation requirements. Those tasks include command and control training, hazmat awareness and operations, rigger training and National Emergency Medical Technician Certification. The unit participated in the fiscal year 2011 national-level exercise in May, integration with various local, state, and federal responders from around the nation. Trained and ready, the CERFP validated in August setting a new standard for all CEFFPs units to be measured by.



Contributed photo



Photo by Sgt. John Crosby

122nd Fighter Wing



Photo by 122nd Fighter Wing Public Affairs

The Indiana Air National Guard's 122nd Fighter Wing, the Blacksnakes, located at the Fort Wayne Air National Guard Base, Fort Wayne, Ind., completed another safe year of flying the A-10 Thunderbolt II. The unit's conversion from the F-16 Fighting Falcon to the A-10, which is also known as a Warthog, is in its second year and is progressing well ahead of schedule.

In January 2011, Wing Commander, Col. Jeffrey Soldner retired and Col. David Augustine was selected to lead the 122nd into the future. Augustine was previously the vice commander of the 127th Wing, Selfridge Air National Guard Base, Mich.

"Taking the command of this Wing is like the culmination of a career. The 122nd Fighter Wing is an amazing Wing to take command of. There's just great people," said Augustine when he took command.

Work began on three major initiatives for the wing: A Base Exchange and Recruiting complex, the Defense Department's STARBASE program and a new Deployment and Wellness Center. All three facilities are set to open in early 2012.

Showing our commitment to the structure that makes our warriors strong,

the annual family day was held on base, and attended by a record crowd of more than 2,000 Blacksnake family members. Partnerships created with The USO, St. Vincent De Paul students, the Family Readiness Group, and others ensured the families of our members received the recognition they deserve.

Recognizing a commitment to the environment, work also started on creating a Net-Zero base, meaning the base itself would reduce all hydrocarbon production using an aggressive energy-reduction campaign and installation of energy-efficient heating and cooling systems.

Major Deployments and Exercises

Even with the aircraft conversion schedule in place, the Blacksnakes maintained an aggressive schedule of deployments in 2011. More than 7,130 man-days were spent by our members in deployed locations such as Iraq, Kuwait, Germany, United Arab Emirates, Afghanistan, Spain and Oman.

The largest single-unit deployment of the year ended when our Security Forces Squadron returned from a 31-member, 179-day deployment on Feb. 8. During the mobilization, the Airmen provided security, force protection and resource

protection for the Baghdad International Airport in support of Operation New Horizons.

"I am very proud of our Security Forces Airmen," said Augustine. "They performed their mission flawlessly, and we are glad to have them back." Members of the 122nd Fighter Wing Security Forces Squadron deployed numerous times since 9/11, providing security to Air Force assets throughout the world.

In June, a 122nd-wide exercise was completed involving terrorist use of chemicals. This event tested the response of the command post, security forces, police and medical personnel. In July, a Phase I deployment exercise tested the abilities of the wing to deploy our assigned personnel to another location.

Community Involvement

The 122nd maintained a partnership with the community and broadened our reach with the formation of the Base Community Council.

The Base Community Council's Mission is to continuously improve the outstanding relationship between the civilian community and the military service community in and around Fort

122nd Fighter Wing



Photo by 122nd Fighter Wing Public Affairs

Wayne, Ind. They also promote the general welfare, prosperity, and quality of life between military and civilian populations.

The teaming with other local organizations such as the United Services Organization and St. Vincent de Paul School laid the foundation for an Airman and Family Readiness-led Deployment and Wellness Center, opening in early 2012. This facility provides an environment where Airmen can relax and enjoy games, snacks and drinks, as well as find resources such as the family support office, employment counseling and personal counseling.

Other Blacksnakes programs:

- > The Junior Enlisted Council, supporting all enlisted members
- > The Top 3 council
- > Base Honor Guard, providing many services to the community
- > The First Sergeant's Council
- > Noncommissioned Officer Academy Graduate Association
- > Fort Wayne Open Mess

Focus on Safety

Our commitment to safety continued in 2011. The 122nd Fighter Wing holds a record of flying since 1988 without an aircraft loss.

The Wing is committed to this standard of safety, and continues to educate and train members in order to ensure our record is not broken.



Photo by 122nd Fighter Wing Public Affairs

181st Intelligence Wing

Wing Overview

The 181st Intelligence Wing, “Home of the Racers,” located at Hulman Field Air National Guard Base, Terre Haute, Ind., closed out another successful year earning their fourth Air Force Outstanding Unit Award.

Additionally, the Racers welcomed 87 new Airmen to the unit, sent 87 non-prior service and 101 prior service Airmen to training. This provided the wing with 188 newly-trained personnel. The Patriot Flight, non-prior service Airmen awaiting training, hold strong with 38 Airmen.

The Intelligence Group provided four lines of full-motion, video intelligence support to in-theater operations. The Airmen supported 832 missions producing a total of 13,297 intelligence products in support of Operations Enduring Freedom, Iraqi Freedom and New Dawn.

The Air Force activated 120 181st Airmen to support the intelligence mission, while six members deployed overseas. Additionally, 17 Airmen of the Intelligence Group deployed to various Distributed Ground Stations across the U.S. to complete upgrade training and stay current on mission requirements.

The Medical Group had many accomplishments, both collectively and individually. The 19th Chemical, Biological, Radiological, Nuclear, and high-yield Explosive Enhanced Response Force Package, or CERFP, was validated in August. The team surprised evaluators with a setup, operational time of 17 minutes, six minutes under the required limit.

The Medical Counter Chemical, Biological, Radiological, and Nuclear Response Package, received equipment for in-place patient decontamination, bioenvironmental engineering, and triage. Medical members had two Airmen Quarterly Award winners, one



Photo by Staff Sgt. Jeff Lowry

Airman of the Year at state level and an Officer of the Quarter.

The Force Support Squadron worked countless extra hours preparing for the Unit Compliance Inspection. It paid off with 100 percent compliance on 27 programs.

The Force Development section provided education and tuition assistance counseling, which resulted in wing members earning 48 Community College of the Air Force degrees.

Customer support consistently processes each customer request with precision with 1,951 identification cards issued, 1,584 personnel records processed, 476 fitness assessments scheduled, and 100 percent accountability on enlisted, officer evaluations and decorations.

Food services provided 7,681 meals, and supported various wing functions in the dining facility.

The 181st Intelligence Wing deployed a total of 220 Airmen across the world to Iraq, Afghanistan, Kuwait, Qatar, Saudi Arabia, United Arab Emirates, Kosovo, Kyrgyzstan and Germany.

In continued support of theater operations, Racers also deployed state-side to Indiana, Florida, Nevada, New York and South Carolina.

Community Support

The Junior Enlisted Council volunteered at assisted living facilities on Veterans Day.

The Terre Haute North and South Junior ROTC cadets toured 181st facilities.

Racer Runs have evolved into mass, fitness assessment opportunity with a total of 313 participants in 2011.

Food services coordinated with local charities to provide distribution of excess prepared food items feeding more than 32,000 people through 80 food pantries.

The 181st created a display for the Deming Park “Christmas in the Park” community event and built the NORAD Santa Tracker 2010 display.

The Base Honor Guard supported 33 community requests for Prisoner of War, Missing in Action candle lighting, flag folding ceremonies and the posting and presenting of the colors.

The Base Honor Guard supported six military honor funerals with dignity, honor and respect.

The unit hosted off-site commissary sales events providing discounts to members and retirees.

Online Information

Public website: www.181iw.ang.af.mil

Friend us on Facebook: 181st Intelligence Wing

Follow us on Twitter: 181IW

Inspections

Environmental, Safety and Occupational Health Compliance Assessment Management Program

Unit Compliance Inspection

Youth Schools

HYCA



Photo by Staff Sgt. Les Newport

The Hoosier Youth Challenge Academy completed its move from Camp Atterbury near Edinburgh, Ind., to its new location at the former Indiana Soldiers' and Sailors' Children Home in Knightstown, Ind., in the summer of 2010. In July 2010, the Academy started its first class at this new historic facility and graduated 94 cadets in December 2010.

As of June 2011, the Academy has graduated 523 cadets with 39 percent earning their GED certificate and 27 percent earning three Ivy Tech college credits while in the residential phase.

Each graduating cadet is required to perform 40 hours of community service which in fiscal year 2011 totaled 8,722 hours or at a minimum wage equals more than \$65,000 in services.

Since the academy began in 2007, cadets have performed 26,270 hours of community service for an approximate value of \$200,000 through volunteer service.

The academy operates two cycles of cadets per year; however plans are in the works to increase that number to four cycles per year thus doubling our graduates. For more information about the Hoosier Youth Challenge Academy, please visit www.ngycp.org/in or call 866-477-0156.

Patriot Academy

The Patriot Academy, the first-of-its-kind Defense Department secondary school, is operating in the third year of a pilot program, which launched on June 1, 2009. The academy is located at the Muscatatuck Urban Training Complex, an urban training area located near Butlerville, Ind. Patriot Academy Soldiers first complete Basic Combat Training, and then commence studies at the academy on operational support orders under federally-funded orders. Patriot Academy Soldiers receive enhanced military training and perform community service. They are also given training and coaching in life skills.

The Patriot Academy faculty, cadre and staff have taken great strides in becoming the crown jewel of National Guard Bureau. We have improved the command climate and refined the operating stance of the academy, directly resulting in a 20-percent improvement of the graduation rate. Approximately 400 student Soldiers from 46 of the states and territories are graduates of the Patriot Academy. Capacity now exists for an annual throughput of 500 student Soldiers. Through various partnerships, Patriot Academy Soldiers have completed 6,021 semester hours of college credit.

Troops at the Patriot Academy have fulfilled the role of Citizen-Soldier by contributing fully to the surrounding communities. Instilling civic pride through service is one of the most valuable lessons that is taught at the academy. To date, the Soldiers of the Patriot Academy have conducted more than 11,500 man-hours of community service.

The Patriot Academy also creates synergy with other units assigned at Muscatatuck Urban Training Center. Working closely with the center's task forces, academy personnel have provided more than 71,840 man-hours of indirect support as role players, using human density to add reality to the urban training environment. Patriot Academy Soldiers also worked more than 7,500 man-hours in direct support of training operations with Task Force Wolf.

STARBASE

The Science and Technology Academies Reinforcing Basic Aviation and Space Exploration or STARBASE program seeks to raise the interest and improve the knowledge and skills of at-risk youth in science, technology, engineering and mathematics or STEM.

STARBASE Indiana is now in its first year of classes serving elementary students throughout the Fort Wayne, Ind., region. Our academy focuses on elementary students, primarily fifth graders.

The goal is to motivate them to explore science, technology, engineering and math as they continue their education. STARBASE Indiana serves students who are historically under-represented in STEM courses. Students who live in inner cities or rural locations, those who are socio-economically disadvantaged, low in academic performance or have a disability are in the target group.

Over the course of five days and 25 hours, STARBASE Indiana engages students through the inquiry-based curriculum with its hands-on, mind-on experiential activities - studying Newton's laws and Bernoulli's principle and exploring nanotechnology, navigation and mapping.

Volunteers from the 122nd Fighter Wing apply abstract principles to real-world situations by leading tours and giving lectures on the use of STEM in different settings and careers. Firefighters and A-10 pilots teach the students the science of firefighting and flying.

STARBASE Indiana works with school districts and home school organizations to support their standards of learning objectives.

As soon as local schools and parents found out about STARBASE Indiana, our calendar quickly filled. We debuted our first class on Feb. 14 with an official, ribbon-cutting ceremony on Feb. 16. Our facility has been reconstructed over the past six months into a high-tech, STEM school house. We are projecting up to 800 students next year from public, private and home schools.

Camp Atterbury - Muscatatuck

CAMCCO

Camp Atterbury–Muscatatuck Center for Complex Operations is the integrating headquarters and business office for the Atterbury–Muscatatuck Complex responsible for guiding the development of Camp Atterbury Joint Maneuver Training Center, including the Muscatatuck Complex, into a joint, interagency, intergovernmental, multinational and non-governmental training and testing center capable of meeting the national security requirements of the 21st century.

CAJMTC

Camp Atterbury is a regional training facility located in central Indiana. It is designated a Primary Mobilization Force Generation Installation and an Army National Guard Regional Collective Training Capability operating under the Installation Support Unit, a military garrison organization. This multipurpose installation provides a full suite of live, virtual and constructive ranges, maneuver space, facilities, simulation training aid devices, joint simulations, training and exercise complex, and air space to train for 21st century warfare, as well as homeland defense exercises.

Camp Atterbury proper is 34,444 acres in size. Within its boundaries are a convoy live-fire range, multiple small arms ranges, sniper ranges, demolition ranges, an improvised explosive device defeat lane and urban assault courses. The post also supports reception, staging and personnel processing for our varied customers, and houses the Indiana Army National Guard Regional Training Institute, U.S. Navy Seal Sniper School, and Indiana Department of Homeland Security's Mari Hulman George Search and Rescue Center.

Another exceptional and long-standing asset for the Atterbury-Muscatatuck Complex is the Atterbury Air to Ground Range and airfield operations managed by Indiana Army and Air National Guard aviation units. This base function provides aerial mission support capabilities that enhance our ability to meet our customer's needs, as well as standard aviation training and coordination for military and civilian aviation units operating within our airspace.

January 2011 saw the opening of Harrison Hall, located in the Indiana Regional Training Institute. It features memorabilia from the Harrison family and their contributions to Indiana and national history while welcoming students and visitors to the RTI. Benjamin Harrison V was a signer of the Declaration of Independence and a founder of the United States. His son, William Henry Harrison, who was an ensign under Anthony Wayne when he was on campaign in the Northwest Territory, was the first governor of the Indiana Territory. He was later a commander at the Battle of Tippecanoe, a general during the War of 1812, and later was the ninth president of the United States. His grandson, Benjamin Harrison, was an attorney in Indianapolis, an officer in the 70th Indiana Infantry Regiment and a general later in the Civil War, as well as the 23rd president of the United States. The hall also serves as a place for visitors to see the importance of studying history to better understand current

events in a relaxing atmosphere.

Atterbury is home to a new way of training combat medics and others combat life saving courseware through the realistic, yet virtual medical simulation training center which opened its doors in March 2011. The facility adds realism through life-like mannequins, sound, lights and environmental effects replicating a combat zone under enemy fire and provides troops and civilians scenarios that are as close as it gets to the real thing.

In 2011, Atterbury also opened a new medical assessment facility using a new technology system called Automated Neuropsychological Assessment Metrics a proven computer-based tool designed to detect speed and accuracy of attention, memory, and thinking ability. It records an individual's performance through responses provided on a computer. This assessment feature is being conducted at the ANAM facility here prior to deployment and can be used to identify and monitor changes in function. The results will help healthcare staff members compare an individual's speed and accuracy of attention, memory, and thinking ability before and after an injury.



Contributed photo

Camp Atterbury - Muscatatuck

MUTC



Photo by Staff Sgt. Brad Staggs

Muscatatuck Urban Training Complex, a sub-installation of Camp Atterbury, is located 40 miles to the southeast, and adds additional acreage and infrastructure to the Atterbury-Muscatatuck Complex. The full-immersion, 21st century megapolitan operating environment includes a 974-acre site, incorporating a 180-acre reservoir and urban infrastructure with nine miles of circular-patterned road, an extensive underground utility tunnel system, and more than 160 structures, 60 of which are multi-story.

The full spectrum of urban critical infrastructure is fully operational and can be attacked or compromised to support specific training scenarios. A school, five-story hospital, fire station, radio station, farm, prison and courthouse complex are examples of the buildings available at MUTC.

Muscatatuck adjusts to the training needs of our customers. For example, one might utilize the collapsed structures, high rescue trainer, cave system and other space confined areas for emergency rescues. The walled embassy with nearby governor's residence, walled community, authentic marketplace, Afghan farm, and soccer stadium make up what is needed to replicate the overseas environment of

our current fight. Any of these facilities can be used simultaneously and by multiple customers without interference to each user's exercise. The complex offers a multipurpose use in the event an exercise overlaps with another.

Fiscal year 2011 brought the flooded community complex, underground subway train station, and many upgrades or renovations to older buildings or needed road networks located on the training site to name a few. These enhanced features continue to build on the training support services offered at the facility.

Additionally, MUTC has a new After Action Review facility equipped with Range Operations Center communications and instrumentation technology equipment with fiber optical cabling to zoned, communication rooms that distributes power and data outlets, cameras, and other systems as required meeting the Combined Arms Collective Training Facility requirements.

In 2005, a promise was made by the Indiana National Guard that the history of the Muscatatuck facility would be preserved. The official opening of the Muscatatuck Museum in April 2011 kept that pledge. The Muscatatuck Museum and Jennings County Historical Society worked together to preserve the history

of the facility. Several items used at the former Muscatatuck State Hospital were saved by the Historical Society and are now on display in building 30 on the base. The museum is dedicated to the many people who for so long were a part of its legacy.



Photo by Staff Sgt. Brad Staggs

Camp Atterbury - Muscatatuck



Contributed photo

Infrastructure, Mission Growth

The Atterbury–Muscatatuck Complex continued to grow through construction efforts throughout 2011, enhancing the capabilities inventory with additional buildings, and infrastructure improvements.

The newest land extension to the north was finalized in mid-October 2010 through an agreement signed by Gov. Mitch Daniels, which released more than 1,200 acres of Department of Natural Resources land to the Indiana National Guard. Since this agreement, construction projects are underway forging the way ahead including the beginning construction phases of the operational readiness training complex, the expansion of rail capacity and additional administrative buildings.

In total 83 construction projects, amounting to approximately \$56.6 million of work for fiscal year 2011 began within the Atterbury–Muscatatuck Complex, including new buildings, side-walks, and paved roads, improving the existing infrastructures. Many of these contracts go to local vendors, keeping a tight bond with the installation's surrounding communities and stimulating the local economies.

Highlighted projects include \$1.7 million new classroom buildings to support the civilian and contractor deployment processing, the more than \$1.5 million transient housing

and the more than \$3.3 million in road construction improvements at both Atterbury–Muscatatuck facilities. Additionally, more than \$735,000 construction funds were used to build an Unmanned Aerial Systems complex, including an administrative building and UAS hanger on Atterbury proper gearing up for the base as a potential UAS Center of Excellence.

In an effort to streamline the post's recycling efforts and promote the military environmental initiatives, nearly \$490 thousand went to build a Solid Waste Management and Recycling Center. The structure was added to

the current refuse collection site on the east side of Durbin Street during summer 2011. Besides being the place where customers drop off trash, the new facility allows for some of that trash to be recycled.

Coupled with these efforts, Atterbury–Muscatatuck supports the state's energy initiatives through the Conserving Hoosier Industrial Power Grant, a program managed through the lieutenant governor's Office of Energy Development. The base received an initial \$2.5 million for the purchase of materials. Some items include more than 12,800 LED Bulbs providing an energy savings of more than 50 percent compared to older fluorescent bulbs. Also, approximately 700 Light Emitting Plasma fixtures provide a brighter, more natural light with 50 to 75 percent less energy use, as well as other energy efficient projects.

Atterbury–Muscatatuck Traditions

During fiscal year 2011, CAJMTTC continued its ongoing mission to support units training for missions overseas, to include deployments to Iraq, Afghanistan, Kosovo, and the Horn of Africa, as well as other international locations. Along with our active and Reserve partners, Camp Atterbury, mobilized more than 8,842 and has demobilized more than 9,665 military service members for missions abroad.

These 2011 mobilization and training



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Camp Atterbury - Muscatatuck



Contributed photo

mission sets supported Iraq's Operation New Dawn, Kosovo Stabilization Rotations, Provincial Reconstruction Teams, multiple Agribusiness Development Teams, and the return of the 86th Infantry Brigade Combat Team, plus other medical, personnel services, transportation, engineer and combat service support units through both mobilization and demobilization support teams.

Other traditional mission sets conducted or supported on post include active and reserve component training, various U.S. Marine Corps units focusing on mortar live fire, crew served weapons and rappel training, Department of Defense

Joint Urban Environment Testing, Civil Air Patrol, Joint Unmanned Aerial Vehicle Training & Testing, Indiana State Police and a variety of training conducted by other federal, county and city emergency services departments.

In March, Natick Soldier Research, Development and Engineering Center conducted an Army-wide study, called the U.S. Army Anthropometric Survey II. Anthropometry is the study of the measurements and proportions of the human body. The ANSUR II team came to Camp Atterbury to get a sampling of National Guard and Reserve war fighters. The survey included 94 measurements of the body as well as three, 3-D scans. The scans were of the entire body, including the head, face and a foot. While the measurements were point to point, the 3-D scans were able to map the contours of the human body, creating a more accurate picture of body composition that will aid in the design of systems for Soldiers in the future.

Muscatatuck played an integral role in May 2011 supporting the National Level Exercise 2011. The Indiana Department of Homeland Security in partnership with the Federal Emergency Management Agency utilized MUTC for National Level Exercise 2011, a full-scale exercise designed to examine the Government's ability to implement local, state, and federal catastrophic incident earthquake response plans



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Camp Atterbury - Muscatatuck



Contributed photo

CAMCCO, from page 33

by simulating an earthquake incident in the New Madrid Seismic Zone. Muscatatuck replicated a city in distress Mount Vernon, Ind., in the heart of the quake zone. Emergency responders from IDHS districts 1-4 and 6 and Task Force One were called on to respond to Southern Indiana in order to participate.

On two separate occasions during fiscal year 2011 March and August, Atterbury–Muscatatuck continued its great collaboration and cooperation with the routine national level exercise Vibrant Response under the direction of U.S. Northern Command and U.S. Army North bringing more than 8,900 personnel from various locations around the nation. Camp Atterbury served as the reception and staging area as well as command and control, while MUTC functioned as the incident site.

Concurrently, during the Vibrant Response exercise in August 2011, Atterbury hosted the training and validation of Indiana’s Chemical, Biological, Radioactive, Nuclear,

High-yield Explosive; and Emergency Response Force Package.

With little reset period fixed into the schedule, Atterbury forged ahead with preparation and execution of the first international level exercise Bold Quest 2011. The event was a joint staff led military coalition combat assessment exercise designed to test the interoperability of target identification systems of 12 NATO nations to reduce friendly-fire incidents. The exercise, which involved nearly 1,000 foreign and U.S. military members and more than 100 pieces of ground and aviation vehicles, was concluded at the end of September 2011. During Bold Quest military members from nations including Australia, Belgium, Denmark, Finland, France, Germany, Italy, the Netherlands, Norway, Spain, Poland, the United Kingdom, the United States and NATO, worked together to test ground and aviation equipment to ensure they are all speaking the same “language” during real-world coalition missions in an effort to reduce civilian and coalition casualties.



Photo by Staff Sgt. Brad Staggs

Camp Atterbury - Muscatatuck

A series of notable visits occurred during 2011 focusing on the many missions, capabilities, mobilization and deployment/redeployment operations, as well as testing and training activities available to our valued customers. November 2010 brought FEMA National Exercise Director, Mr. Keith Holtermann, and in January 2011, U.S. Marine Corps Intelligence School Commander Col. Robert Coate. March 2011 supported the Government Accountability Office visiting staff sections and operations on post and the Command Sergeant Major of the Army transition team site visit.

April brought three key visits to our sites, including another GAO visit to observe the Foreign Service Institute training at MUTC, the Joint National Training Center site survey, and the Joint Training & Experimentation Network installed in Atterbury Virtual Simulation Center.

During May 2011, the Army Audit Agency conducted a command courtesy visit. Third quarter rounded out a visit from the Army Materiel Command deployment team in July. September 2011 brought new technologies services to our customers through the opening of Orbis Operations and the Army Aviation and Missile Research Development Command; a DoD Technology Transfer site at MUTC.

To wrap up the distinguished visits for fiscal year 2011, Atterbury–Muscatatuck hosted a group from the Canadian Brigade Combat Team site survey and the Commanding General of U.S. Army Forces Command, Gen. David Rodriguez. In all, during fiscal year 2011 more than 2,100 distinguished visitors came to the installation to observe key training activities and operations.

Civilian Programs, Enduring Missions

The Atterbury-Muscatatuck Complex continues to set its sights on obtaining new programs and initiatives to support our goals and objectives as an Army National Guard Regional Collective Training Center. Fiscal year 2011 brought forth an expanded platform for civilian deployment and redeployment processing through Individual Replacement Deployment Operations. Since September 1, 2011, all contractors or civilians processing for overseas missions come to Camp Atterbury through support of the Army Sustainment Command Logistics Civilian Augmentation Program, readily known as non-LOGCAP. The mission includes educating, health examinations, providing proper equipment, and preparing the civilians for deployment in a five-day period.

During fiscal year 2011, there was a significant increase to the number of civilians who completed deployment or redeployment processing at Atterbury and Muscatatuck. A total of 6,963 civilians came through the IRDO program before deploying overseas. Army Sustainment Command leverages existing capabilities, capacity and teams with Camp Atterbury, Medical Command, Dental Command, and Installation Management Command to support individual processing of personnel. These combined teams and concerted efforts will continue to refine, improve and incorporate its policies and processes.

Continued military-civilian programs include: Foreign Service Institute Integrated Civ-Mil Training Program,

Department of Defense Civilian Expeditionary Workforce and the Department of Defense Ministry of Defense Advisors Program.

Under the purview of IRDO, these programs extend past the individual processing phase to an integrated training program held at MUTC. The curriculum was developed and implemented by an Interagency Working Group with representation from the Defense Department, State Department, United States Department of Agriculture, and the U.S. Agency for International Development. The goal is to ensure that civilian personnel assigned to serve in Afghanistan and Iraq receive civilian-military coordination training that focuses on counter-insurgency and stability operations. These courses through active scenarios are designed to train and prepare the increased number of civilians deploying to the region.

Benefits of enterprise activities

The Atterbury–Muscatatuck complex is able to offer a diverse and economical portfolio of capabilities, services, and programs by drawing on strengths of military, government, university and private partnerships. From the Indiana Department of Correction providing in-kind services in maintenance and laundry, to small businesses operating on the grounds of the military installation, to key community partnership, the value added to CAMCCO is priceless.

From a public standpoint, Atterbury and Muscatatuck had more than 6,000 visitors in 2011 through scheduled tours, participants in cultural events that were part of training, open house and land owner reunion attendees, as well as the significant list of distinguished visitors throughout the year. Civic and local leaders in these communities continued to welcome military and civilian trainers at these external sites. This ultimately has built a stronger community relationship between all parties involved, as well as the private citizens living and working near these areas.



Contributed photo

53rd Civil Support Team

Fiscal year 2011 proved to be an exciting and challenging year for the 53rd Civil Support Team. The 53rd conducted 149 missions in 2011, the highest in the nation.

When called upon, the 53rd deploys to support civil authorities at a domestic chemical, biological, radiological, nuclear and high-yield explosive incident site. The unit's mission is to identify, assess, assist, and advise civil authorities that request the unit's aid.

The 53rd CST is made up of 22 highly-trained Indiana National Guard Soldiers and Airmen. The 53rd CST members truly defined proficiency when they conducted missions by land, air and waterway during fiscal year 2011.

Indiana's CST is a member of the Joint Terrorism Task Force, which is comprised of cells of highly-trained, locally-based, passionately-committed investigators, analysts, linguists, SWAT experts, and other specialists from U.S. law enforcement and intelligence agencies. It is a multi-agency effort led by the Justice Department and FBI designed to combine the resources of federal, state, and local law enforcement.

Operation Illini

In January, members of the CST deployed to Springfield, Ill., and they provided support for Illinois' gubernatorial inauguration. Members of the 53rd CST, 5th CST, Illinois State Police, explosive ordnance disposal officers, and SWAT officers worked together as a joint hazard assessment team.

Indy Zoo

One of the training objectives of the CST is to become familiar with local venues that may be targeted in a weapons of mass destruction attack. In January, a training scenario involving a suspicious package found at the Indianapolis Zoo was one such example.

LTX Gary

The CST actively seeks opportunities to train with other agencies within the first responder community. In Gary, Ind., the 53rd CST performed a joint, local training exercise with the Gary Fire Department.

Hoosier Staff Ride

In March, the 53rd CST traveled to

Washington, and members received a tour and briefings from National Guard Bureau Joint Operations Center and the management staff for the nation's civil support teams. In addition, the Federal Bureau of Investigation and the Hazardous Material Operations Unit provided up-to-date classified and unclassified threat briefings.

External Evaluation

Every 18 months, the CST executes a validation exercise. On April 20, 2011, the 53rd CST conducted their evaluation at Pleasant Creek Elementary School in Greenwood, Ind. During the exercise, members worked with the Johnson County Emergency Management Agency in a scenario involving a disgruntled chemistry teacher who was manufacturing hazardous materials inside the school. Although the team had experienced a 41 percent turnover from the last external evaluation, the members were able to successfully complete the required mission, validated for the next 18 months and received praise from the individuals who evaluated them.

National-Level Exercise

In May 2011, the Indiana CST participated in Federal Emergency Management Agency's national-level exercise which simulated a catastrophic earthquake along the New Madrid Fault. Soldiers from the CST responded to areas of interest and screened the area for hazardous materials. Team members also assisted in search and extraction missions. They rescued nine simulated victims. Other team members operated specialized communications equipment to keep information flowing freely.

ITAC

The mission and appearance of civil support teams have drawn attention from terrorist groups in the past. Perhaps the most well known is the Hutaree militia, who surveilled Michigan's CST. In May 2011, 53rd CST troops took the Individual Terrorism Awareness Course. The training included surveillance detection and defense, operational security, advanced driving techniques and other counter-terrorism topics.

Center for National Response

In July, 2011 the CST traveled to the Center for National Response in West



Photo by Sgt. John Crosby

Virginia. There they trained inside a tunnel that runs through Paint Creek Mountain. This was a joint exercise with the Michigan CST, focusing on the interoperability of the two teams.

ARRTS

In August the team traveled to the Y12 Security Complex in Oak Ridge, Tenn., for Applied Radiological Response Technique School training. This training consisted of both intermediate and advanced techniques for evaluating an unknown radiological environment, radiological search and area characterization and the applied use of specialized radiological detection and measurement equipment.

Energy Department

Indiana's Civil Support Team travelled to Argonne National Laboratory near Chicago where members were briefed on the known specifics of the Fukushima Daiichi nuclear plant disaster in Japan. Department of Energy personnel and the 53rd CST then discussed how a similar situation could be handled if it happened in the United States and where the CST would fit into that response.

Soldier Education

138th RTI

The 138th Regional Training Institute's goals for the fiscal year 2011 were to grow and prepare Soldiers for deployments, while preparing them for their next level of military education.

The institute continues to increase its number of personnel trained annually. During training year 2010, the RTI trained 1,039 Soldiers. In training year 2011, institute cadre trained 1,253 Soldiers.

During training year 2011, the institute strived to add even more additional training programs such as Squad Designated Marksman and Small Arms Master Gunner courses.

Small Arms Master Gunner is a course that is a mobilization requirement that the RTI can now assist mobilizing units with.

Adding these weapons courses fulfilled a much needed requirement for quality weapons courses within the state and region. At the same time, the RTI also pushed to increase the presence of recently added training programs such as the Resilience Assistant Training course and Combatives.

The RTI is now capable of conducting training for Level 2 Combatives certification and hopes to begin training these courses in 2012.

The Medical Simulation Training Center continues to train the health care specialist medical sustainment courses, combat life saver course, and CPR course.

WOCS

The Warrant Officer Candidate School at the 138th Regional Training Institute provides Soldiers with an alternate opportunity if the six-week course at Fort Rucker, Ala., is not the best option for them.

The WOCS in Indiana provides candidates with the same high standards of training as the Fort Rucker course. They train candidates from four surrounding states for Phase II. Phase III consists of candidates from 12, Phase II sites around the country. The RTI WOCS program trains candidates from all components of the Army.

The RTI WOCS is comprised of three phases. Phase I is online learning. Phase II consists of five, training weekends at Camp Atterbury. Phase II is two weeks of rigorous training at Camp Atterbury that concludes with a graduation ceremony in Indianapolis.

Phases II and III are located at Camp Atterbury. The training location and facilities is a vital part of the Warrant Officer Career College's continued, full accreditation of the Indiana program.

The RTI WOCS started in 2006 and since then has trained more than 500 candidates. In 2011, Phase II had 14 candidates and Phase III graduated 65 candidates.

The Indiana WOCS also serves as an Army School System WOCS battalion that has responsibilities over Phase II training companies in Ohio, Kentucky, Iowa, Minnesota and Wisconsin.

Army Career Center

The Indiana Army National Guard Career Center has been servicing Soldiers and their spouses since October 2007. The Career Center serves as a one-stop information clearing house to arm Indiana Guard Soldiers with the necessary knowledge to successfully retire from the Guard, extend in the Guard, transition out of the Guard, or retrain for civilian and military opportunities.

During fiscal year 2011 the Career Center attendance decreased slightly from the previous year by less than two percent with 427 Soldiers and 153 spouses attending. However spouse attendance increased by 12 percent compared to fiscal year 2010.

The Career Center provides 4 different phases - Green, Amber, Red and Blue - for attending Soldiers.

The Green Phase is for Soldier with 12-plus years of military service, the Amber Phase is for Soldier who wish to attend and their leadership requests their attendance, the Red Phase is for Soldier six to nine months from their termination date and the Blue phase targets Soldiers who have completed advance individual training within the last 12 months.

It's been a year since the Career Center added the Blue Phase to its program. There has been very minimal attendance since its inception. It is designed to educate Soldiers about the promotion system, bonuses, and other benefits and resources for which they may qualify.

The Career Center also serves as the retention warehouse for requesting, receiving and shipping of retention supplies, such as processing Freedom Salute and Extend to Defend items.

Services are free to Indiana Army National Guard Soldiers and their spouses.

Free courses are offered on retirement benefits, educational assistance, federal and state veterans and survivor benefits as well as individual counseling.

Visit the Career Center at 345 West Division Street in Remington, Ind.

Call 219-261-2147 ext. 6 or 1-800-237-2850 ext. 85720 for information.



Photo by Chief Warrant Officer 2 Bo Haugestad

Indiana Guard Reserve



Contributed photo

The Indiana Guard Reserve is a highly effective, highly motivated and extremely cost efficient organization. Its troops must pay for their own uniforms and expenses. They perform their military duties, rendering valuable support and aid to Joint Force Headquarters, while demonstrating their patriotism and selfless service to their communities, all values proudly shared with the National Guard.

Five years ago, the adjutant general asked the IGR to establish itself as a resource for the Indiana Department of Homeland Security as well as Indiana's 92 county emergency management agencies and ten districts. They now have the highest proportion and number of trained troops in the National Incident Management System, more than any other major subordinate command.

NIMS is the doctrine used by federal, state and local authorities to organize the response to any hazard. Today 86 percent of the IGR are NIMS compliant, 29 percent are certified as NIMS Managers, and 7 percent are NIMS Instructors. IGR instructors, in partnership with IDHS, provide NIMS training to the National Guard as required by AR 525-27, The Army Emergency Management Program regulation. In emergencies, the IGR will either embed with the National Guard or operate independently to handle missions consistent with Indiana Code 10-16-8.

In an era where federal, state and local budgets are increasingly under pressure, the Guard Reserve consistently demonstrates a positive return on investment for Hoosiers.

The Guard Reserve accepts applications from U.S. citizens who are residents of Indiana. If one is a veteran, one must show evidence of an unqualified honorable discharge. Citizens who have never served in the military are also welcome to apply, subject to certain age, health and educational restrictions. Entry rank is the higher of grade, E-2, or the last federally-recognized rank held. All applicants must have adequate resources to purchase their own uniforms and other miscellaneous expenses. Drills are once monthly and annual training lasts three consecutive days. For more information, visit the division's website at www.IndianaGuardReserve.us.

Significant 2011 IGR Events

- Assisted with troop mobilization, demobilization processing
- Assisted with civilian mobilization, demobilization processing
- Prepared tax returns for troops, civilians
- Assisted search for Lauren Spierer, missing IU student
- Provided instructor cadre to the Junior ROTC summer camp
- Provided site and route security for marathons, air shows, parades and public memorial services

State Partnership Program



Photo by Air Force Staff Sgt. Jocelyn A. Ford

The National Guard State Partnership Program was established in 1993 in response to the radically changed, political-military situation following the collapse of communism and the disintegration of the Soviet Union.

The Indiana National Guard State Partnership Program with Slovakia was initiated shortly thereafter and has continued to expand and grow over the past 17-plus years.

In 2011, Indiana and Slovakia deployed their first Operational Mentor and Liaison Team.

Today, 43 states, two territories, and the District of Columbia are partnered with more than 62 countries around the world.

Highlights by Year

2011

- Indiana, Slovakia successfully deploy OMLT I and II to Afghanistan.

2010

- Indiana, Slovakia begin talks to expand the partnership beyond military-to-military exchanges.

2009

- Indiana, Slovakia leadership officially agree to conduct OMLT rotations in Afghanistan in 2011 and beyond.

2008

- Indiana, Slovakia Leadership affirm to work together towards a joint deployment in support of the overseas contingency operations.

2007

- Indiana conducts multiple events so Slovakia can complete NATO affirmation.

2006

- Slovakia is voted into NATO.

2005

- Indiana SPP events prepare Slovakia for NATO membership.

2003

- More than 100 Slovak soldiers deployed to Iraq, conduct de-mining operations.

2002

- Slovakia sends 40 soldiers to Bagram, Afghanistan for OEF.

2001

- Slovakia completes NATO request.
- Slovakia sends 100 soldiers to KFOR.

1994

- Slovakia signs the request for the Partnership for Peace Program.
- Indiana adjutant general visits Slovakia for the first time.

1993

- Slovakia and Czech Republic complete "Velvet Divorce."
- Slovakia initiates first request to join NATO.

Construction & Facilities

Lafayette



Photo by Sgt. William E. Henry

The Lafayette Armory and Army Reserve Center is a 2005 Defense Base Closure and Realignment Commission project and addition to the Lafayette Army. The project was designed to relocate Indiana Guard units from the armories of Delphi, Monticello, Boswell, and Attica.

The project also added maintenance bays to the existing Field Maintenance Shop. The addition included office and administrative space, medical exam areas, classrooms, locker rooms with showers, heated storage, and maintenance training bays.

This facility also has an Engagement Skills Trainer to train up to 10 Soldiers on numerous weapon systems.

By the Numbers

103,085-square-foot, **2**-story addition
\$27.8 million, **100** percent federally funded
80,784 bricks
12,482 cubic yards of concrete
470 construction days
123 rooms
16 acres
4 National Guard Units
1 U.S. Army Reserve Unit
Approx. **630** personnel

Lawrence



Photo by Staff Sgt. . Les Newport

The new Lawrence Armory is a \$17.1-million, 109,556-square-foot facility located on 59th Street in Lawrence, Ind.

The armory is located on 28 acres of federal property indefinitely licensed to the state of Indiana and was funded 100 percent by federal funds. This modern armory consists of two stories with three supporting facilities including; two maintenance training work bays, unheated storage and flammable storage.

The armory has a regulation basketball, volleyball court, 180-seat, tiered classroom, heated storage, classrooms, locker rooms with showers and physical fitness area.

By the Numbers

109,556-square-foot facility
\$17.1 million, **100** percent federally funded
123,509 bricks
12,221 cubic yards of concrete
595 construction days
125 rooms
28 acres
4 National Guard Units
Approx. **460** personnel

Construction & Facilities

Johnson County



Photo by Sgt. John Crosby

Johnson County Armory and Army Reserve Center is a 2005 Defense Base Closure and Realignment Commission fiscal year 2009 joint-use project, which houses units of the Indiana National Guard and the U.S. Army Reserve.

The new armory is the single largest facility of its type in the state of Indiana, in terms of square footage and dollars. The facility is located on 39 acres along I-65, just south of Indiana State Road 44.

A key element of the site design and placement of the facility is the visual connection of the 200-plus-year-old oak tree to the front entrance. The site has been comprised of cultivated farm fields for the last 150 years. All previous landowners have taken extensive measures to protect the tree and the Indiana National Guard will continue with its care.

The armory was built to the U.S. Green Building Council's Leadership in Energy & Environmental Design Silver Certification specifications and standards.

It consists of office and administrative spaces, medical exam area, assembly



Photo by Staff Sgt. Jeff Lowry

area, sloped seating auditorium, audio visual conference rooms, state of the art physical fitness area, classrooms, training spaces, break rooms, locker rooms with showers, maintenance bays, shops and storage. The site also

incorporates substantial military vehicle parking, a helipad, wash platform, and loading ramps.



Photo illustration by Staff Sgt. Jeff Lowry

By the Numbers

169,000-square-foot facility
\$35 million
193,952 bricks
16,274 cubic yards of concrete
682 construction days
317 rooms
39 acres
8 Indiana National Guard Units
1 U.S. Army Reserve Unit
Approx. **900** personnel

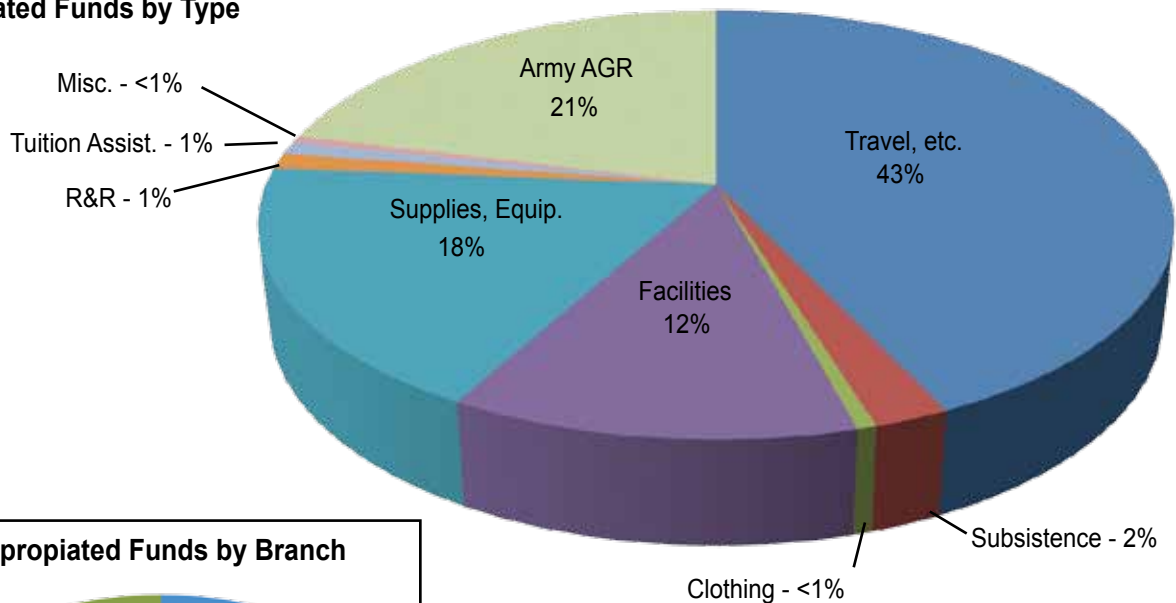
Financial Reports

Federal Appropriated Funds Summary

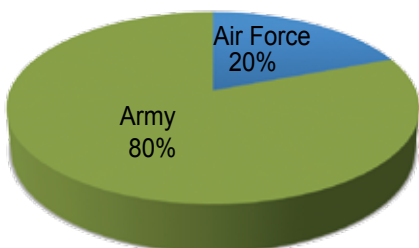
Category	Air	Army	Total
Travel, Pay and Per Diem	90,921,064	171,617,395	262,538,459
Subsistence	82,768	13,615,038	13,697,806
Clothing	114,839	3,422,623	3,537,462
Facilities	13,311,365	60,746,245	74,057,610
Supplies and Equipment	8,853,705	102,744,281	111,597,986
Recruiting and Retention	50,825	7,136,101	7,186,926
Tuition Assistance	1,421,376	4,348,442	5,769,818
Miscellaneous	2,492,710	568,141	3,060,851
Subtotal Federal Funds	117,248,652	364,198,266	481,446,918
Army AGR*	-	128,655,312	128,655,312
Grand Total	117,248,652	492,853,578	610,102,230

*Paid directly by Defense Department

Appropriated Funds by Type



Appropriated Funds by Branch



Financial Reports

Fiscal Impact by Armory, City

Armory, City	Population*	Dollars Spent
Anderson	56,129	2,084,272
Angola	8,612	676,186
Bedford	13,413	1,330,975
Bloomington	80,405	3,382,576
Bluffton	9,897	873,252
Brazil	7,912	663,023
Columbus	44,061	2,300,420
Connersville	15,411	922,832
Camp Atterbury	see Edinburgh	-
Crawfordsville	15,915	1,004,381
Danville	9,001	754,260
Delphi	2,893	556,398
Edinburgh	4,480	71,977,593
Elkhart	50,949	925,472
Elwood	4,480	1,274,308
Evansville	117,429	4,325,410
Fort Harrison	see Indianapolis	-
Fort Wayne	253,691	8,482,002
Frankfort	16,422	1,044,407
Gary	80,294	7,643,562
Greencastle	10,326	1,201,826
Greenfield	20,602	786,394
Hammond	80,294	1,699,426
Hartford City	6,220	2,219,819
Huntington	17,391	858,202
Indianapolis	820,445	278,334,670
Jasper	15,038	3,143,345
Kokomo	45,468	13,640,470
La Porte	22,053	1,153,249
Lafayette	67,140	5,211,455
Lebanon	15,792	1,363,623

Armory, City	Population*	Dollars Spent
Linton	5,774	1,204,839
Logansport	18,396	1,792,364
Madison	12,882	1,007,743
Marion	29,948	2,779,446
Martinsville	11,628	989,139
Michigan City	31,479	2,347,879
Monticello	5,378	1,256,258
Muncie	70,085	4,552,995
New Albany	36,372	4,528,787
New Castle	18,114	670,285
Noblesville	51,969	1,788,240
North Vernon	6,728	537,658
Peru	11,417	531,681
Plymouth	10,033	1,000,850
Remington	1,185	1,544,228
Rensselaer	5,859	1,782,376
Richmond	36,812	1,676,243
Rockville	2,607	1,186,333
Salem	6,172	1,078,523
Scottsburg	6,747	1,216,555
Shelbyville	19,191	20,287,591
South Bend	101,168	6,583,353
Tell City	7,272	899,507
Terre Haute	60,785	3,985,805
Valparaiso	31,730	1,393,935
Vincennes	18,423	1,258,663
Warsaw	13,559	1,083,009
Washington	11,509	1,092,914
Winchester	4,576	969,274
Grand Total	2,577,464	492,853,578

*Population as of 2011 per www.city-day.com



ROAD
CLOSED